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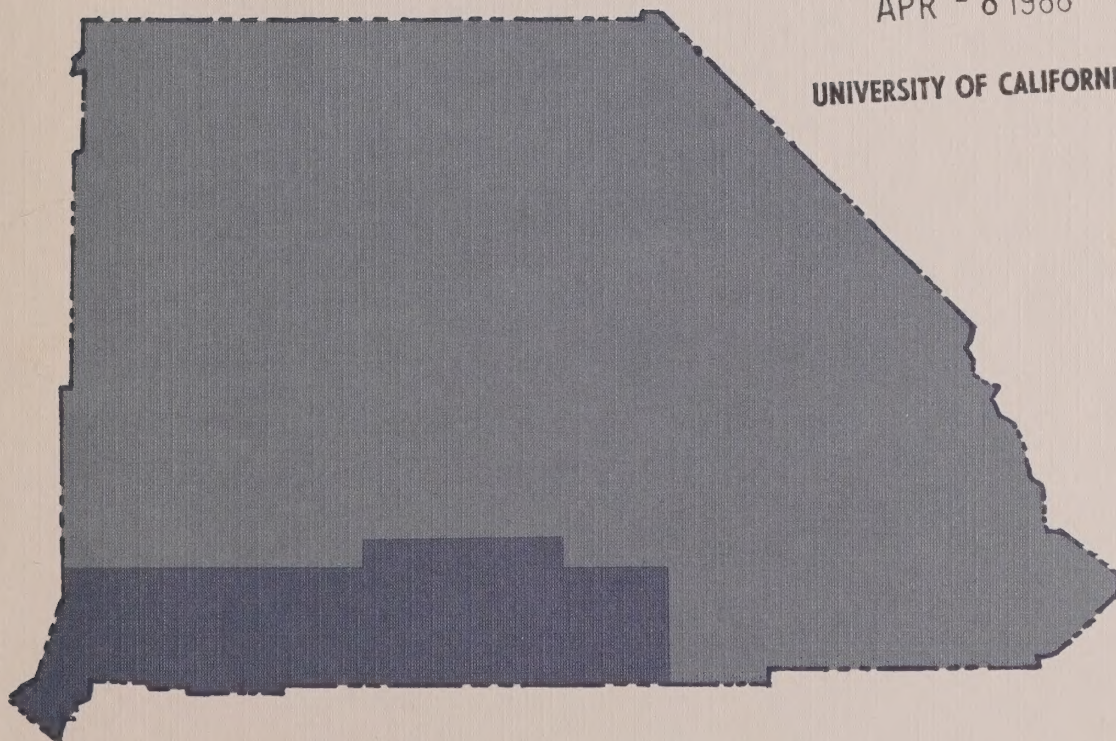
PROPOSED MOJAVE COUNTY REPORT

MARCH 1988

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MOJAVE COUNTY FORMATION REVIEW COMMISSION

THE MOJAVE COUNTY FORMATION REVIEW COMMISSION

MEMBERS OF THE COMMISSION

FINAL REPORT

OF THE

MOJAVE COUNTY FORMATION REVIEW COMMISSION

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Mr. Walter E. Marshburn

COMMISSION SECRETARY

San Bernardino County Clerk of the Board
Mr. Eugene Smith

March 1, 1992

The Honorable George Deukmejian
Governor of California
Sacramento, CA 95832

Dear Governor Deukmejian:

In early 1987, after 11,700 public hearings were conducted by the Legislature
of Voters of San Bernardino County regarding the formation of a new county, as
required by Law you appointed a five-member Mojave County Formation Review
Commission to make the final decision on the formation of the new county. The
Commission held public hearings in seven cities in San Bernardino County, including the Incorporated
of Mojave County.

MEMBERS OF THE COMMISSION

The Mojave County Formation Review Commission has determined that
the Mojave County is economically viable with estimated revenue from all sources of
approximately \$117,100,000, and estimated expenses of \$147,100,000. The final
impact on San Bernardino County by the formation of Mojave County has been
determined to be a net loss of approximately \$30,000,000.

In summary, the Mojave County Formation Review Commission has determined that
Mojave County is economically viable with estimated revenue from all sources of
approximately \$117,100,000, and estimated expenses of \$147,100,000. The final
impact on San Bernardino County by the formation of Mojave County has been
determined to be a net loss of approximately \$30,000,000.

The Commission has further determined that the formation of the new county
will result in a net loss of approximately \$30,000,000 to San Bernardino County.
The new Mojave County, which would be formed by the merger of the
Incorporated of Mojave County and the unincorporated areas of San Bernardino County
which are currently under the jurisdiction of the San Bernardino County Board of Supervisors.

The Commission has recommended that the formation of the new county be
approved by the Legislature.

To broaden representation of geographical areas within the new county, the
provisions of the Commission have established the new county to be composed of
the Incorporated of Mojave County and the unincorporated areas of San Bernardino County
which are currently under the jurisdiction of the San Bernardino County Board of Supervisors.

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THE MOLAVE COUNTY FORMATION REVIEW COMMISSION

MEMBERS OF THE COMMISSION

Mr. Glen Richardson
Mr. Earl Goodwin
Mr. James L. Cox
Mr. E. Wayne Lamont
Mr. Gene Wood

Our thanks to the County departments and their staffs who have contributed their knowledge and time, which formed the foundation for much of the work represented by this Report.

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San Bernardino County Clerk of the Court
Mr. Eugene Stone

MOJAVE COUNTY
FORMATION REVIEW COMMISSION

385 North Arrowhead, 2nd Floor
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March 1, 1988

The Honorable George Deukmejian
Governor of California
State Capitol
Sacramento, CA 95814

Dear Governor Deukmejian,

In early 1987, after 15,000 petition signatures were certified by the Registrar of Voters of San Bernardino County requesting the formation of a new county, as required by law you appointed a five-member Mojave County Formation Review Commission to make the numerous, impartial determinations mandated by the Government Code when a new California county is being considered.

The Mojave County Formation Review Commission conducted 23 public hearings (more than any other previous county formation commission), including the initial 12 public hearings in seven different communities before determining the boundaries of Mojave County.

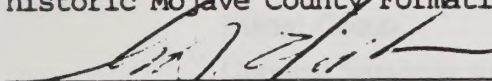
In summary: The Mojave County Formation Review Commission has determined that Mojave County is economically viable with estimated revenue from all sources of approximately \$137,366,835, and estimated expenses of \$137,278,204; the fiscal impact on San Bernardino County by the formation of Mojave County has been determined to be a net budget reduction in financial capability of \$14,250,062.

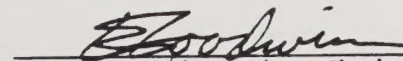
The Commission has further determined that employees of San Bernardino County will retain equivalent salary and benefits if he or she becomes an employee of the new Mojave County;

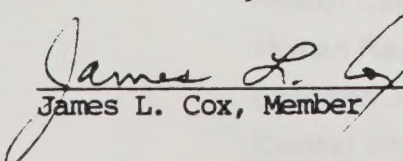
The Commission has recommended the selection of the City of Barstow as the county seat;

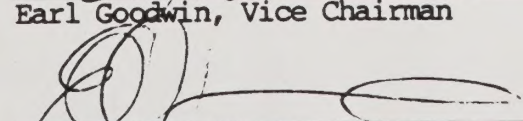
To broaden representation of geographical areas among the new county board of supervisors, the Commission has established the five supervisorial districts of Mojave County so that the Colorado River communities are represented by two supervisors, the mountain communities are represented by two supervisors, and the desert communities by all five supervisors.

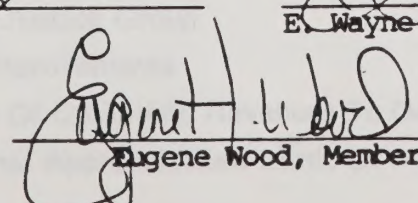
Thank you, Governor Deukmejian, for the honor of appointing us to serve on the historic Mojave County Formation Review Commission.


Glenn D. Richardson, Chairman


Earl Goodwin, Vice Chairman


James L. Cox, Member


E. Wayne Lamoreaux, Member


Eugene Wood, Member

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TABLE OF CONTENTS

	<u>PAGE</u>
<u>CHAPTER 1--INTRODUCTION AND PURPOSE FOR REPORT</u>	1
Commission Determinations Contained In This Report	5
<u>CHAPTER 2--OVERALL APPROACH AND BASIC STUDY ASSUMPTIONS</u>	9
Study Approach/Methodology	9
Basic Study Assumptions	11
<u>CHAPTER 3--DETERMINATIONS OF BOUNDARIES</u>	15
Final Boundaries Of The Proposed Mojave County	16
Establishment Of Five Supervisorial Districts	18
Division Of County Into Judicial, Road And School Districts	22
<u>CHAPTER 4--THE COUNTY SEAT AND ELECTED OFFICIALS</u>	25
Recommended Location Of The County Seat	26
County Officials To Be Elected	27
<u>CHAPTER 5--DISTRIBUTION OF INDEBTEDNESS</u>	31
<u>CHAPTER 6--DETERMINATION OF ECONOMIC VIABILITY OF MOJAVE COUNTY</u>	51
Projected Mojave County Revenues	52
Projected Mojave County Costs	59
Administrative/Executive Group	65
Environment Public Works Agency	90
Fiscal Group	115
General Services Agency	127
Health Care Services Group	149
Human Resources Agency	166
Law And Justice Group	174
Capital Improvements	203
Comparison Of Costs And Revenues To Determine Economic Viability	205
Constitutional Appropriations Limit Of Mojave County	207

CHAPTER 7--DETERMINATION OF FISCAL IMPACT ON SAN BERNARDINO COUNTY

	213
Projected Reductions In Revenue To San Bernardino County	214
Projected Reductions In Costs To San Bernardino County	219
Net Cost/Revenue Impact On San Bernardino County	223

CHAPTER 8--TRANSITION OF FUNCTIONS AND RESPONSIBILITIES

<u>FROM SAN BERNARDINO COUNTY TO MOJAVE COUNTY</u>	227
Interim Period Between Elections--June To November 1988	228
Transition After Creation Of Mojave County--November 1988	230

<u>BIOGRAPHIES</u>	233
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INDEX OF EXHIBITS

	<u>PAGE</u>
Plate I--County Boundary Map	2
Exhibit 1--Supervisory Districts By Census Tracts	20
Plate II--Map Of Supervisory District Boundaries	21
Exhibit 2--Summary Of Fixed Assets & Associated Liabilities	32
Exhibit 3--Summary Of Fixed Assets	41
Exhibit 4--Summary of Projected Revenues	55
Plate III--Assumed Organizational Structure For Mojave County	60
Exhibit 5--Summary Of Projected Costs And Revenues All Departments And Programs	62
Exhibit 6--Summary Of Projected Costs And Revenues All Departments And Programs	64
Exhibit 7--Summary Of Projected Costs And Revenues Administrative/Executive Group	67
Exhibit 8--Summary Of Projected Costs And Revenues Board Of Supervisors	69
Exhibit 9--Summary Of Projected Costs And Revenues Clerk Of The Board	71
Exhibit 10--Summary Of Projected Costs And Revenues County Administrative Office	73
Exhibit 11--Summary Of Projected Costs And Revenues Management Services Division	75
Exhibit 12--Summary Of Projected Costs And Revenues Personnel Division	77
Exhibit 13--Summary Of Projected Costs And Revenues Special Districts Division	79
Exhibit 14--Summary Of Projected Costs And Revenues County Counsel	81
Exhibit 15--Summary Of Projected Costs And Revenues Local Agency Formation Commission	83
Exhibit 16--Summary Of Projected Costs And Revenues School Claims	85
Exhibit 17--Summary Of Projected Costs And Revenues Superintendent Of Schools	87

Exhibit 18--Summary Of Projected Costs And Revenues Fish And Game Commission	89
Exhibit 19--Summary Of Projected Costs And Revenues Environmental Public Works Agency	92
Exhibit 20--Summary Of Projected Costs And Revenues Airports	94
Exhibit 21--Summary Of Projected Costs And Revenues Economic And Community Development	96
Exhibit 22--Summary Of Projected Costs And Revenues Engineering Contract Services	98
Exhibit 23--Summary Of Projected Costs And Revenues Environmental Health Services	101
Exhibit 24--Summary Of Projected Costs And Revenues EPWA Administration	103
Exhibit 25--Summary Of Projected Costs And Revenues Land Management	105
Exhibit 26--Summary Of Projected Costs And Revenues Regional Parks	107
Exhibit 27--Summary Of Projected Costs And Revenues Road Operations	110
Exhibit 28--Summary Of Projected Costs And Revenues Solid Waste Management	112
Exhibit 29--Summary Of Projected Costs And Revenues Flood Control District	114
Exhibit 30--Summary Of Projected Costs And Revenues Fiscal Group	116
Exhibit 31--Summary Of Projected Costs And Revenues Assessor	118
Exhibit 32--Summary Of Projected Costs And Revenues Auditor/Controller	120
Exhibit 33--Summary Of Projected Costs And Revenues Recorder	122
Exhibit 34--Summary Of Projected Costs And Revenues Treasurer/Tax Collector	124
Exhibit 35--Summary Of Projected Costs And Revenues Contingencies And Reserves	126

Exhibit 36--Summary Of Projected Costs And Revenues	
General Services AGENCY	129
Exhibit 37--Summary Of Projected Costs And Revenues	
Agricultural Commissioner	131
Exhibit 38--Summary Of Projected Costs And Revenues	
Agricultural Cooperative Extension	133
Exhibit 39--Summary Of Projected Costs And Revenues	
County Library	135
Exhibit 40--Summary Of Projected Costs And Revenues	
County Museum	137
Exhibit 41--Summary Of Projected Costs And Revenues	
Facilities Management	139
Exhibit 42--Summary Of Projected Costs And Revenues	
General Services Agency Administration	141
Exhibit 43--Summary Of Projected Costs And Revenues	
Purchasing	143
Exhibit 44--Summary Of Projected Costs And Revenues	
Registrar Of Voters	145
Exhibit 45--Summary Of Projected Costs And Revenues	
Weights And Measures	148
Exhibit 46--Summary Of Projected Costs And Revenues	
Health Care Services Group	150
Exhibit 47--Summary Of Projected Costs And Revenues	
California Children's Services	152
Exhibit 48--Summary Of Projected Costs And Revenues	
Emergency Medical Care	154
Exhibit 49--Summary Of Projected Costs And Revenues	
Health Care Costs	156
Exhibit 50--Summary Of Projected Costs And Revenues	
Mental Health	158
Exhibit 51--Summary Of Projected Costs And Revenues	
Public Health	160
Exhibit 52--Summary Of Projected Costs And Revenues	
County Medical Center	163
Exhibit 53--Summary Of Projected Costs And Revenues	
County Medical Services Plan	165

Exhibit 54--Summary Of Projected Costs And Revenues Human Resources Agency	168
Exhibit 55--Summary Of Projected Costs And Revenues Public Social Services	171
Exhibit 56--Summary Of Projected Costs And Revenues Veterans Affairs	173
Exhibit 57--Summary Of Projected Costs And Revenues Law And Justice Group	175
Exhibit 58--Summary Of Projected Costs And Revenues District Attorney	177
Exhibit 59--Summary Of Projected Costs And Revenues DA-Child Support Division	179
Exhibit 60--Summary Of Projected Costs And Revenues Forestry/Fire Warden	181
Exhibit 61--Summary Of Projected Costs And Revenues Grand Jury	183
Exhibit 62--Summary Of Projected Costs And Revenues Justice Courts	185
Exhibit 63--Summary Of Projected Costs And Revenues Marshal	187
Exhibit 64--Summary Of Projected Costs And Revenues Municipal Court	189
Exhibit 65--Summary Of Projected Costs And Revenues Probation	191
Exhibit 66--Summary Of Projected Costs And Revenues Public Administrator/Guardian/Conservator/Coroner	194
Exhibit 67--Summary Of Projected Costs And Revenues Public Defender	196
Exhibit 68--Summary Of Projected Costs And Revenues Sheriff	199
Exhibit 69--Summary Of Projected Costs And Revenues Superior Court/County Clerk	202
Exhibit 70--Capital Improvement Program Fiscal Year 1987-88	203
Exhibit 71--Summary Of Projected Costs And Revenues Capital Improvements	204
Exhibit 72--Summary Of Mojave County Costs And Revenues	205

Exhibit 73--Revenue Distributions For The Appropriations Limit	210
Exhibit 74--Local Agencies' Annual Appropriations Limit	212
Exhibit 75--Summary Of Projected Revenues	215
Exhibit 76--Summary Of Costs And Revenues - All Departments	220
Exhibit 77--Cost/Revenue Impact On San Bernardino County	223

EXECUTIVE SUMMARY

This document presents the report of determinations of the Mojave County Formation Review Commission as required by Section 23341 of the California Government Code.

Following the certification of a voter petition proposing to create a new County of Mojave from portions of San Bernardino County, the Governor appointed a five-member County Formation Review Commission as required by Government Code Section 23331, whose only purpose has been to make eleven specifically enumerated determinations. Those eleven specified determinations can be summarized as follows:

BOUNDARY AND JURISDICTIONAL DETERMINATIONS

- . Establishing final boundaries of the proposed Mojave County
- . Confirming that the proposed county would not be completely surrounded by San Bernardino County
- . Establishing five supervisorial districts in the proposed county
- . Dividing the proposed county into a "convenient and necessary" number of judicial, road and school districts
- . Establishing the location of the county seat.

FINANCIAL DETERMINATIONS

- . Establishing a "fair, just and equitable" distribution of the existing indebtedness between San Bernardino County and the proposed Mojave County
- . Identifying the fiscal impact of the creation of the proposed county on San Bernardino County
- . Assessing the economic viability of the proposed Mojave County
- . Determining the appropriations limit for the proposed county in accordance with the Constitutional spending limits of Article XIII B.

ORGANIZATIONAL DETERMINATIONS

- . Establishing which officials of the proposed county are to be elected
- . Developing a procedure for the orderly and timely transition of service functions and responsibilities from San Bernardino County to the proposed Mojave County.

Following eight months of study and testimony taken at a continuous hearing over all those months and at locations throughout San Bernardino County, the Mojave County Formation Review Commission has made those eleven determinations. The analyses, findings, conclusions and rationale that are the basis for each determination are presented in the chapters of this report. In brief, the Commission's determinations are these:

1. As required by Sections 23332(a) and 23334 of the Government Code, the Commission has determined that Mojave County should receive a share of both the assets and indebtedness of San Bernardino County in proportion to a factor which gives equal weight to the shares which Mojave County's population and assessed value represent of the total San Bernardino County population and assessed value, respectively. Applying the values determined by the study -- 19.95% assessed value and 17.26% population -- leads to a distribution factor of 18.61%.

The Commission determined that \$30,473,295 in fixed assets of San Bernardino County are located in the Mojave County area, including land, buildings and equipment, and that this would become the property of Mojave County if it is formed. In addition to fixed assets, the Commission determined that other monetary assets totaling \$12,351,951 are due Mojave County.

The Commission also determined that the current indebtedness of San Bernardino County which should be distributed totals \$93,088,465. After analysis of the amount of property and the share of debt to be transferred according to the 18.61% factor, the Commission determined \$475,843 to be a fair, just and equitable allocation of indebtedness to Mojave County. In accordance with the transition plan of the Commission, San Bernardino County is to pay \$11,876,108 to Mojave County, being the latter's share of monetary assets (\$12,351,951) less the distributed indebtedness (\$475,843), in 3 equal annual installments, beginning fiscal year 1989-90.

2. As required by Section 23332(b) of the Government Code, the Commission has determined that if Mojave County is created, San Bernardino County would incur a first year net financing deficit of \$14,250,0624 from budgeted amounts, which could be mitigated somewhat in the near-term by: 1) as much as \$5,000,000 annually by contract services to Mojave County; and 2) by as much as \$6,668,800 annually presently being set aside for contingencies and general reserves. However, it would have an early obligation to pay the annual installments of \$3,958,703 to Mojave County for its share of current indebtedness, or provide contract services in lieu of these annual installment payments.
3. Section 23332(c) of the Government Code requires that the Commission determine the "economic viability" of the proposed county. After six months and hundreds of hours of analysis by the Commission consultant, the Commission has determined that as a separate county, Mojave County could be economically viable in that there would be sufficient revenues accruing to the proposed county to meet the cost of maintaining existing levels of service. There would be revenues of \$137,366,835 to meet costs of \$137,278,204 estimated to provide current levels of service.

4. As required by Section 23332(d) of the Government Code, the boundaries of the proposed Mojave County will be as described in the appendix volume to this report, and include the Commission's action on changes requested for inclusion and exclusion received at public hearing pursuant to Sections 23337, 23337.5 and 23338 of the Government Code. Three changes were made by the Commission to the original boundaries proposed in the formation petition:
 - To exclude from the proposed county the area known as Wonder Valley at the east end of the Morongo Basin
 - To exclude from the proposed county a portion of the area known as Johnson Valley adjacent to and northeast of the Morongo Basin
 - To exclude from the proposed county a small portion of land encompassing the northerly portion of Lake Silverwood.
5. Section 23332(e) of the Government Code requires that the Commission determine a procedure for the orderly and timely transition of service functions and responsibilities from San Bernardino County to Mojave County. The Commission has not specified a schedule for the transition of individual services, believing that the two counties should work this out to their mutual satisfaction. However, the Commission has adopted several conditions for the transfers as they take place:
 - Personnel--San Bernardino County employees presently assigned to county tasks within the Mojave County area will, at the time of transfer of each program, be offered employment by Mojave County at essentially the same salary, benefits, and duties

as they have with San Bernardino County.

Employees providing needed services to the Mojave County area, but stationed elsewhere, will be considered for employment by Mojave County. This consideration will be in the form of an employment interview guaranteed to such San Bernardino County employees at the final selection stage of the hiring process in Mojave County.

- Transfer Committee--Upon creation of Mojave County, a five-member Transfer Committee is to be created. This Committee will oversee the transition process and resolve any disputes. Decisions of the Transfer Committee will be binding on both counties, subject to limitations of applicable law.

The Transfer Committee will consist of:

- One member of each Board of Supervisors
- One member from each County Administrative Office
- A fifth member, appointed by the other four, who must be a professional arbitrator, not a resident of either jurisdiction, and with no conflict of interest in either jurisdiction. If the four members cannot agree on the selection of the arbitrator, he will be selected by the member of the Assembly from the 61st State Assembly District.

6. As required by Section 23332(f) of the Government Code, the boundaries of the five supervisorial districts of Mojave County have been established and are as described in the appendix volume to this report. In establishing these districts, the Commission was guided by

the objective of creating districts with the greatest degree of multiple representation, in order to bring about as broad an understanding and level of concern as possible on the legislative body of the new county. As a result, Apple Valley, Barstow, Hesperia and Victorville all have more than one representative on the Board of Supervisors. Similarly, the Colorado River and Mountain areas both have more than one Board member.

7. As required by Section 23332(g) of the Government Code, the division of the proposed Mojave County into a "convenient and necessary" number of judicial, road and school districts has been accomplished by determining that:
 - There will be one county-wide road district
 - There will continue to be the two existing judicial districts --
Needles and Trona
 - Existing school district boundaries will not be altered.
8. As required by Section 23332(h) of the Government Code, the Commission has determined that in addition to the elected Board of Supervisors, the Sheriff, District Attorney and Superintendent of Schools shall also be elected at the first election of officers for Mojave County.
9. As required by Section 23332(i) of the Government Code, the Commission has determined that no portion of Mojave County would be completely surrounded by San Bernardino County.
10. As required by Section 23332(j) of the Government Code, the Commission has determined that the City of Barstow be recommended to the voters as the county seat of the proposed county, subject to approval of the voters.

11. As required by Section 23332(k) of the Government Code, the Commission has determined that the appropriation limit for the proposed county, pursuant to Article XIII B of the California Constitution, shall be \$55,565,232.

Upon receiving the Commission's determinations, the San Bernardino County Board of Supervisors must order an election for the purpose of determining whether the proposed county is to be created. [Sec. 23350 Gov. Code] If the election receives majority approvals of the voters of both the proposed county area and the entire existing San Bernardino County, a second election is to be conducted for the purpose of selecting County officers and determining the location of the County seat. The proposed County of Mojave would become legally created after this second election which results in the election of county officers. The second election is required to take place at the next statewide primary or general election following the initial election which determined that the proposed county was to be created. [Sec. 23352 Gov. Code]

The full and complete record of the Commission's analyses, findings, observations and rationale which gave rise to these eleven determinations, are contained in the following chapters of this report and its appendix volume.

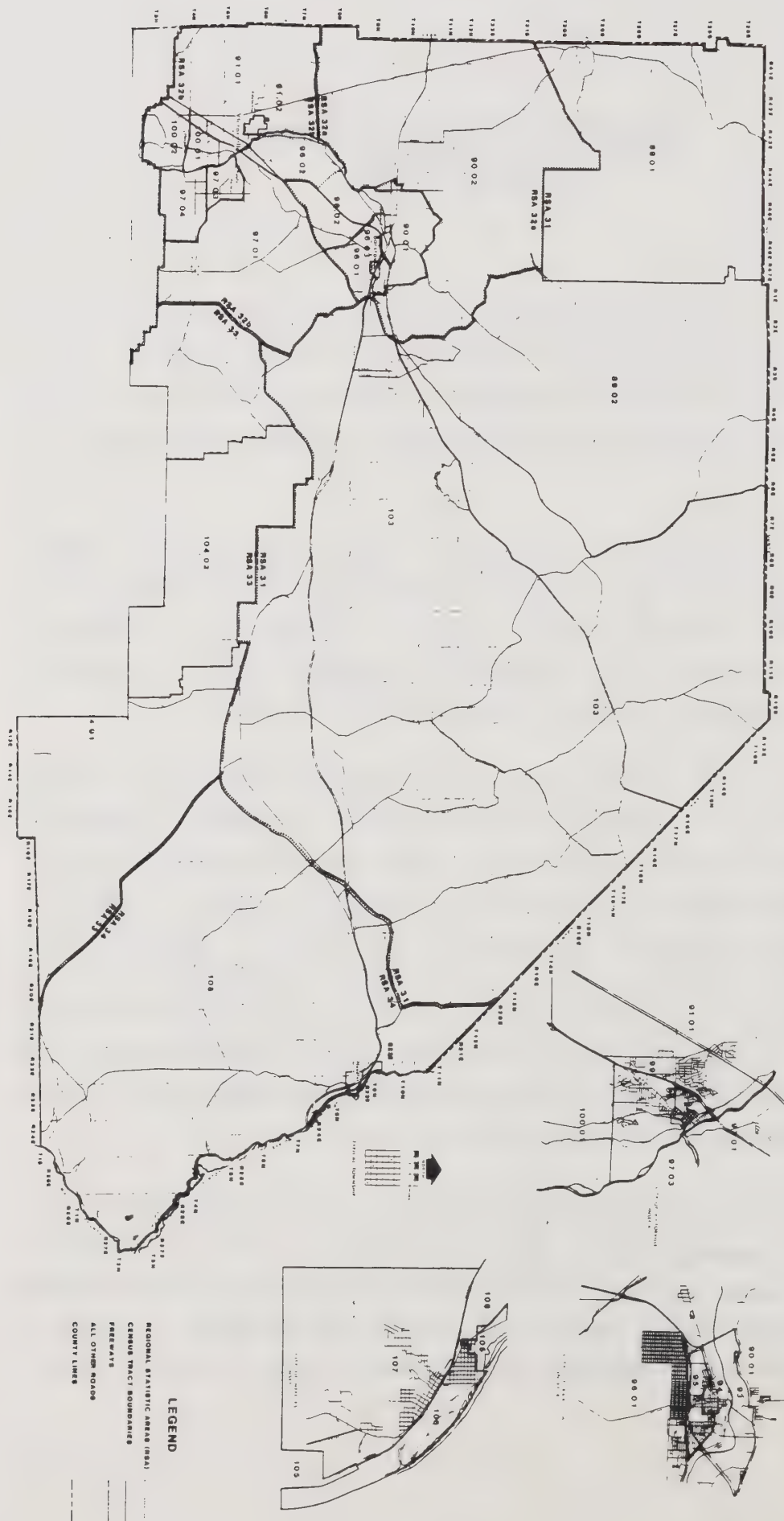
CHAPTER 1--INTRODUCTION AND PURPOSE FOR REPORT

This chapter discusses the background and purpose for preparing this report of the Mojave County Formation Review Commission. In general, this is a report of the analyses, findings and conclusions of the Commission relating to the financial implications and other determinations of creating a new County of Mojave.

The report is intended to provide the factual basis for the several determinations which the Formation Review Commission is charged with making. The remainder of this chapter discusses the Commission's responsibilities under the law, specifically in reaching eleven determinations enumerated in Title 3, Division 1, Article 3 of the Government Code.

In accordance with the requirements of Sections 23300 et seq. of the Government Code, a petition has been submitted by voters and qualified, which proposes to create a new County of Mojave from portions of the existing San Bernardino County. As proposed by the petition, the new County of Mojave would be generally that portion of San Bernardino County north of Cajon Pass and Silverwood Lake to the Inyo County line on the north, and from the Los Angeles County line on the west to the Nevada and Arizona state lines on the east. In land area, the new county would constitute approximately 90% of the present San Bernardino County territory. The proposed area of Mojave County is depicted in Plate 1 on the following page.

When a petition under Section 23300 of the Government Code is received and certified as containing enough valid signatures, the Governor is required to create a County Formation Review Commission to evaluate the proposed county creation and to make certain specific determinations. Pursuant to Section 23331 Gov. Code the Governor has created the Mojave County



Formation Review Commission to fulfill the statutory requirements and to make the eleven enumerated determinations. Those eleven specified determinations can be summarized as follows:

BOUNDARY AND JURISDICTIONAL DETERMINATIONS

- . Establishing final boundaries of the proposed Mojave County
- . Confirming that the proposed county would not be completely surrounded by San Bernardino County
- . Establishing five supervisorial districts in the proposed county
- . Dividing the proposed county into a "convenient and necessary" number of judicial, road and school districts
- . Recommending the location of the county seat.

FINANCIAL DETERMINATIONS

- . Establishing a "fair, just and equitable" distribution of the existing indebtedness between San Bernardino County and the proposed Mojave County
- . Identifying the fiscal impact of the creation of the proposed county on San Bernardino County
- . Assessing the economic viability of the proposed Mojave County
- . Determining the appropriations limit for the proposed county in accordance with the spending limits of Article XIII B of the California Constitution.

ORGANIZATIONAL DETERMINATIONS

- . Establishing which officials of the proposed county are to be elected
- . Developing a procedure for the orderly and timely transition of service functions and responsibilities from San Bernardino County to the proposed Mojave County.

In addition, the Commission is required to conduct a public hearing for the purpose of hearing protests, objections to, and support for, the creation of the proposed county. At that same hearing, the Commission may grant or deny any requests for exclusion from, or inclusion in, the proposed county. Such requests must be received in writing prior to the final hearing, in accordance with Sections 23337.5 and 23338 of the Government Code.

Finally, the Commission must adopt a resolution making its determinations and transmit its report in writing to the San Bernardino County Board of Supervisors. The determinations of the Commission shall become the terms and conditions of creation of the proposed county and, as such, become final and binding upon San Bernardino and Mojave Counties should the proposed county be established by the electors.

Upon receiving the Commission's determinations, the San Bernardino County Board of Supervisors must order an election for the purpose of determining whether the proposed county is to be created. [Sec. 23350 Gov. Code] If the election receives majority approvals of the voters of both the proposed county area and the entire existing San Bernardino County, a second election is to be conducted for the purpose of selecting County officers and determining the location of the County seat. The proposed County of Mojave would become legally created after this second election which results in the election of county officers. The second election is required to take place at the next statewide primary or general election following the initial election which determined that the proposed county was to be created. [Sec. 23352 Gov. Code]

COMMISSION DETERMINATIONS CONTAINED IN THIS REPORT

The Mojave County Formation Review Commission must make a series of eleven determinations bearing on the creation of the proposed county, or arising from it. This report sets forth those Commission determinations as required by Section 23332 of the Government Code. The determinations of the Commission may be summarized as follows:

- . The final boundaries of the proposed Mojave County have been established, including modifications to the boundaries proposed by the petition as a result of the public hearing required by the law. The full discussion of the boundary determination is contained in Chapter 3 of this report, and a legal description of the adopted boundaries is contained in Appendix A to this report.
- . A finding has been made that the proposed county does not create territory which is completely surrounded by San Bernardino County. A complete discussion of this determination is contained in Chapter 3 of this report.
- . The boundaries for five supervisorial districts in the proposed county have been established. A complete discussion and map of these district boundaries is contained in Chapter 3.
- . Two judicial districts have been established, with boundaries which are coterminous with the existing boundaries of the Needles and Trona Judicial districts. A complete discussion of these district boundaries is contained in Chapter 3 of this report.

- . One county-wide road district has been established with boundaries which are coterminous with the final boundaries of Mojave County. Chapter 3 contains a complete discussion of this district boundaries.
- . School district boundaries within the proposed county are to remain the same as they currently are for all school districts. A discussion of these district boundaries is contained in Chapter 3 of this report.
- . Location of the County seat is recommended to be within the corporate limits of the City of Barstow. A discussion of the county seat determination is contained in Chapter 4 of this report.
- . The initial Mojave County officials to be elected are the following:
 - Members of the Board of Supervisors
 - County Sheriff
 - County Superintendent of Schools
 - District AttorneyA complete discussion of these officials to be elected is contained in Chapter 4 of this report.
- . The distribution of existing assets and indebtedness of San Bernardino County has been made between the proposed county and the remaining San Bernardino County. Chapter 5 of this report contains a complete discussion of that distribution.
- . The fiscal impact of the creation of the proposed county on San Bernardino County has been established, and is more fully discussed in Chapter 7 of this report.

- . The economic viability of the proposed County of Mojave has been established, and is more fully described in Chapter 6 of this report.
- . Procedures for the orderly and timely transition of service functions and responsibilities from San Bernardino County to the proposed county have been established. The complete transition plan is contained in Chapter 8 of this report.

The remaining chapters of this report set forth in detail each of the determinations which have been summarized in this chapter. Included in chapters are the analyses, findings and conclusions of the Commission relating to each of the statutory determinations. The next chapter lays the foundation for the detailed discussions of the determinations by describing the overall study approach and methodology used in developing the Commission's determinations.

CHAPTER 2--OVERALL APPROACH AND BASIC STUDY ASSUMPTIONS

This chapter describes the approach or methodology used in conducting the analyses for this report, and identifies the principal study assumptions which provide the basis for the analyses presented in the remaining chapters. The assumptions presented in this chapter are those which are basic to the various financial analyses undertaken, and affect all projected costs and revenues. Other key assumptions which are related only to a particular subject matter are identified in the respective chapters or sections which deal with the subject.

STUDY APPROACH/METHODOLOGY

Chapter 1 described the purpose and objectives for this report. In general, the report is intended to present the Mojave County Formation Review Commission's analyses, findings and conclusions which are the bases for the Commission's determinations regarding the proposed formation of Mojave County, as required by the California Government Code. In order to accomplish its responsibilities, the Commission has met on twenty-three occasions in public session throughout San Bernardino County, conducting a continued public hearing at each of those sessions. The commission also obtained professional assistance by retaining the law firm of Best, Best & Krieger, Riverside, California, as legal counsel, and the management consulting firm of Ralph Andersen & Associates, Sacramento, California, to conduct required financial analyses and provide overall consulting assistance to the Commission. Providing the Commission with a factual basis for its determinations required extensive study by the project consultants. The study methodology involved completion of a series of tasks which are summarized on the following two pages.

- . Project consultants reviewed the nature of the proposed Mojave County area, including its physical characteristics, property ownerships, demographics and the like. Information on these matters was obtained through field meetings with staffs of San Bernardino County, the U.S. Department of Housing and Urban Development, the State Board of Equalization and State Department of Health Services, and a review of previous studies, publications, and other documents.
- . Consultant staff and county departments identified the nature and level of services currently provided in the area of the proposed county by San Bernardino County and special districts, which would be affected by the formation of the proposed Mojave County.
- . Consultant staff and county departments identified revenues received from the area of the proposed county by San Bernardino County and other affected agencies. The nature, type, source and amount of revenues were identified as specifically as possible.
- . Specific staffing levels and related direct costs were identified for services provided by San Bernardino County to the proposed county area. This process involved written information provided by each county department, interviews with more than 100 selected department staff, and extensive liaison contact with the County Administrative Office.
- . An itemized listing was prepared of real and personal property of the existing county which is located in the area of the proposed county.
- . Existing debt of San Bernardino County and selected districts was identified for distribution between the two prospective counties.

- . An assumed organization and staffing structure was developed for the proposed Mojave County which would maintain existing levels of service in the area.
- . Revenue and cost reductions for San Bernardino County were projected in order to assess the fiscal impact which the formation of the proposed county would have on the existing county.
- . Ongoing costs and revenues were projected for the proposed Mojave County at fiscal year 1987-88 levels of service in order to assess its economic viability.
- . A draft report was prepared for public review and comment.

BASIC STUDY ASSUMPTIONS

In order to conduct the analysis of a county that is yet to be created, certain assumptions must be made concerning such things as levels of service, organizational structure and staffing, methods of providing services, and others. These are fundamental assumptions which permit the analysis to be made in the first place, and which additionally provide the framework for a common understanding of the work.

It should be noted that no assumption was made which attempted to anticipate any policy positions of the elected Board of Supervisors of the new county. Assumptions were made solely for reasons of fiscal forecasting to approximate current service levels in the proposed county area. The proposed county government is a considerably smaller organization than the current county is, without the same potential or need for specialization, and some functions

and services may be combined. Similarly, with a smaller organization, there may be less opportunities for some economies of scale that occur in larger organizations, as, for example, in support and overhead costs. Because each of the resulting counties would be smaller than the existing organization is, both could be expected to be affected by these phenomena. Bearing these points in mind, the following describes the basic assumptions of the financial analyses of this report:

- . CONTINUATION OF EXISTING SERVICE LEVELS IS ASSUMED--In both the incorporated and unincorporated areas of the proposed Mojave County, it is assumed that existing services would continue to be provided at their current levels. Should the proposed county be formed, the cities of Adelanto, Barstow, Needles and Victorville would continue to provide urban, municipal services within city boundaries, and the new county would provide other, county-wide services (such as the courts, District Attorney and Assessor), as well as unincorporated area services (such as road maintenance, snow removal, planning, etc.) which are currently provided by San Bernardino County. At the direction of the Commission, those services provided by the proposed new county are assumed to be at current levels of service, with no diminution. In this way the financial viability of the proposed Mojave County can be evaluated in relation to the existing situation, and it can be determined if sufficient revenues would be available to fund at least a continuation of those service levels, or if additional revenues would be available to even enhance levels of service if the new Board of Supervisors saw fit.
- . REVENUE AND EXPENDITURE PROJECTIONS ARE IN CONSTANT 1988 DOLLARS--In order to avoid the distorting effects of inflation, projections of revenues and expenditures in this report are stated in constant 1988 dollars. The adopted Final Budget for FY 1987-88 was

used as the basis for analyzing and projecting costs and revenues, and the audited financial statements of the county for the year ended June 30, 1987 were used wherever asset and liability determinations were involved.

- . CURRENT DEMOGRAPHIC CHARACTERISTICS WERE ASSUMED--
Population and other principal demographic characteristics were assumed at their current levels without attempting to forecast any future changes.

The State Department of Finance estimates that the total population of San Bernardino County on January 1, 1987, was 1,188,000, and that the combined populations of the four incorporated cities in the proposed county was 55,200. From a combination of sources, including public utility connection statistics, voter registration rolls and census tract information, the Commission determined that the population of the proposed Mojave County is 205,000. Allowing for the population of the cities, the unincorporated territory of the proposed county thus has a population of 149,800.

In similar fashion, the population of the remaining San Bernardino County is estimated to be 983,000, of which 260,000 people would reside in the unincorporated territory. These various populations have been employed in this report wherever population was an analytic factor.

- . CURRENT LEGAL AND POLICY FRAMEWORKS ARE ASSUMED--
Existing law and/or policy affecting the financial analyses are assumed. No attempt has been made to speculate on changes which might occur in future legislation or policy which might affect services or related costs and revenues of either the proposed Mojave

County or the remaining San Bernardino County. In particular, the effects on either new county of the recently-enacted State Trial Court Funding Act have not been examined. The legislation is permissive, and requires an affirmative election of county officials to be effective. At present, San Bernardino has taken no action on this issue. Should the proposed county be created, the new Board of Supervisors would have the same option of participating as do other Boards. While it can be assumed that participation in this state program would have a beneficial fiscal impact on the proposed county, it would require a separate, detailed analysis to accurately understand and assess the amount of that impact.

The foregoing are basic study assumptions which have guided the analyses for the determinations of the Commission which are reported in this document. Other assumptions are doubtless possible; these particular ones were agreed to between the Commission and its staff after considerable thought and research. An accurate understanding of the Commission's conclusions requires that these assumptions be recognized. Additional assumptions are identified throughout other chapters of this report as they relate to the particular topics under examination.

CHAPTER 3--DETERMINATIONS OF BOUNDARIES

The foregoing chapters of this report have outlined the responsibilities of the Mojave County Formation Review Commission and the series of specific determinations which the Commission must make in conformance with the law. This chapter sets forth the four boundary-related determinations which the Commission must make:

- . Government Code Section 23332(d)--The final boundaries of the proposed county
- . Government Code Section 23332(f)--The division of the proposed county into five supervisorial districts
- . Government Code Section 23332(g)--The division of the proposed county into judicial, road, and school districts
- . Government Code Section 23332(i)--That the boundaries of the proposed county do not create a territory completely surrounded by San Bernardino County.

Each of these four determinations is discussed in the remaining sections of this chapter, together with related analyses, findings and conclusions of the Commission.

SECTION A--FINAL BOUNDARIES OF THE PROPOSED MOJAVE COUNTY

Section 23332(d) of the Government Code requires that the County Formation Review Commission shall determine, "the final boundaries of the proposed county pursuant to Sections 23337, 23337.5, and 23338." To accomplish this, the Commission reviewed the boundaries proposed in the petition filed for the creation of the new county, and took extensive testimony from individuals and groups to receive requests for exclusion or inclusion in the proposed county. Considering the vastness of the area and length of boundary line affecting the county formation, it was the Commission's decision to conduct the required hearing on a continuous basis during the life of the Commission at locations throughout the County.

Based upon testimony and information received at those hearings, the Commission made only three minor modifications to the boundary as proposed in the original petition. Modifications were made as follows:

- . To exclude from the proposed county the area known as Wonder Valley at the east end of the Morongo Basin
- . To exclude from the proposed county a portion of the area known as Johnson Valley adjacent to and northeast of the Morongo Basin
- . To exclude from the proposed county a small portion of land encompassing the northerly portion of Lake Silverwood.

In all three of these cases the modifications were made in consideration of community of interest and service needs. While other requests for exclusion were heard from areas along the Colorado River, the Commission felt the proposed exclusions were too massive to be considered within the purview of the Commission in making modifications to the petition boundaries.

THE COMMISSION DETERMINES that:

1. The final boundaries of the proposed county shall be as described in the appendix volume to this report.
2. Upon examination by the Commission, the southern boundary of the proposed Mojave County was found to end at, and be coterminous with, the northern boundary of San Bernardino County and, therefore, the proposed Mojave County would not be surrounded by San Bernardino County.

SECTION B--ESTABLISHMENT OF FIVE SUPERVISORIAL DISTRICTS

Section 23332(f) requires, "the division of the proposed county into five supervisorial districts. The boundaries of the districts shall be established in a manner which results in a population in each district which is as equal as possible to the population in each of the other districts within the county."

Supervisorial districts were drawn along census tract lines wherever possible. The tracts provided the population and location data to develop equalized districts. The following factors were considered in developing the districts:

- . Multiple representation--The boundaries provide several areas of interest with more than one representative on the Board of Supervisors. This is intended to create as broad an understanding and level of concern about issues as possible in the legislative body.

Communities with multiple representation include:

- Apple Valley
- Barstow
- Hesperia
- Victorville

Other areas included in more than one district are:

- Colorado River
- Mountain area
- Federally-owned lands

- . Equalized representation--The County Planning Department estimated the total population in the proposed Mojave County area by census tract in April, 1985. The 1985 total is less than the Commission's current estimate of 205,000 but contains the necessary geographical locations to permit districting. (Districts will require adjustment in any event

after the next census in 1990.) A total of 164,592 persons was estimated by the 1985 Planning Department study, shown in each of the census tracts which is contained in the proposed county, as well as in seven census tracts bisected by the boundary which the proposed county shares with San Bernardino County. With this population of 164,592, each of the five districts should average 32,918 residents. As Exhibit 1 on the following page shows, the proposed districts range from a low population of 31,785 (-3.4%) to a high of 33,579 (+2.0%).

- Census tract boundaries--Wherever possible, existing census tract boundary lines were followed to aid in population estimation accuracy, retain voter precinct lines, and provide a system to update future population changes. Four internal census tracts were divided along major roads to balance population figures between supervisorial districts. The population numbers for those four tracts were divided on a proportional basis and estimated without detailed analysis.

Plate II depicts the supervisorial district boundary map. A large scale detailed map of the districts is on file with the Commission secretary. Complete legal descriptions of district boundaries are contained in the Appendix volume to this report.

EXHIBIT 1--SUPERVISORIAL DISTRICTS BY CENSUS TRACT
PROPOSED MOJAVE COUNTY

	<u>Census Tracts</u>	<u>Population April 1985</u>	<u>Total</u>
District 1	89.01	4,347	32,478
	89.02	6,721	
	90.02	3,348	
	90.01	4,061	
	93.00	1,429	
	94.00	3,755	
	95.00	7,149	
	96.03	<u>1,668</u>	
District 2	96.01	15,474	31,785
	96.02	1,868	
	97.01	5,296	
	103.00	3,692	
	105.00*	693	
	106.00	1,503	
	107.00	<u>3,259</u>	
District 3	97.03*	15,372	33,350
	98.00	4,466	
	99.00	<u>13,512</u>	
District 4	91.01	9,255	33,579
	91.02	8,045	
	92.00*	2,893	
	100.01*	6,930	
	100.02*	<u>6,456</u>	
District 5	97.03*	5,123	33,400
	97.04	4,786	
	100.01*	13,859	
	100.02*	6,457	
	101.00*	35	
	102.01*	66	
	104.01*	385	
	104.02*	125	
	104.04*	1,177	
	105.00*	<u>1,387</u>	
Total			164,592

* Partial

SECTION C--DIVISION OF THE COUNTY INTO
JUDICIAL, ROAD AND SCHOOL DISTRICTS

Section 23332(g) of the Government Code requires that the Commission make determinations to divide the proposed county into a "convenient and necessary" number of judicial, road, and school districts. The same section of the law goes on to state that, "to the extent possible, existing judicial, road, and school districts located within the territory of the proposed county shall be maintained." In arriving at its determinations, the Commission was aware of the following conditions:

ROAD DISTRICT--Historically, counties have established road district boundaries for the purpose of levying property tax rates for constructing and maintaining their road systems. However, following passage of Proposition 13, all entities with authority for a property tax must share in the maximum one percent tax rate established by this Constitutional amendment. Only if the road district had a tax rate established prior to Proposition 13 would it be entitled to an allocated share of the overall one percent maximum tax rate. Therefore, separate road districts serve little practical purpose today. San Bernardino County presently has only one, County-wide road district.

JUDICIAL DISTRICTS--San Bernardino County presently has two established judicial districts in the area of the proposed county, in Needles and Trona.

SCHOOL DISTRICTS--The area of the proposed county is presently served by 16 elementary and secondary school districts, and two community college districts. Portions of five school districts and both community college districts are also outside the proposed county.

With the foregoing in mind, the Commission makes the following required determinations:

1. THE COMMISSION DETERMINES that the boundaries of the Trona and Needles Judicial Districts should remain as presently defined except that the southerly boundaries of those districts be adjusted to coincide with the new county line.
2. THE COMMISSION DETERMINES that the entire proposed county shall be a single road district.
3. THE COMMISSION DETERMINES that existing school districts should remain as presently defined.

CHAPTER 4--DETERMINATIONS OF THE COUNTY SEAT AND ELECTED OFFICIALS

In chapter 1 of this report, it was noted that the California Government Code (Section 23332) requires that the Mojave County Formation Review Commission make a series of eleven determinations dealing with the formation of the proposed Mojave County. The preceding chapter has presented four of those determinations which relate to the proposed county's final boundaries, establishment of five supervisorial districts and judicial, road, and school districts for the proposed county. This chapter presents two more of the required eleven determinations:

- . Government Code Section 23332(j)--The location of the county seat of the proposed county
- : Government Code Section 23332(h)--The county officials to be elected at the first election of officers.

The balance of this chapter is devoted to those two determinations, which are described together with the Commission's rationale for each.

SECTION A--RECOMMENDED LOCATION OF THE COUNTY SEAT

Section 23332(j) of the Government Code provides that the Mojave County Formation Review Commission must recommend a location for the county seat of the proposed county. The intent is that the determination of the county seat is to specify where the main administrative and legislative offices would be located. The precise location of facilities within the county seat would be left to the Board of Supervisors of the new county to determine.

Government Code Section 23374.5 provides that the location of the county seat, as proposed by the Mojave County Formation Review Commission, will be voted on at the statewide election which follows the election at which the creation of the proposed new county is decided. If the proposed county seat is not approved by the voters, the new Board of Supervisors would designate a temporary county seat until a county seat is finally approved by the voters. [Section 23374.16 Gov. Code]

THE COMMISSION DETERMINES that, if the proposed County of Mojave is created by the voters of San Bernardino County, the city limits of the City of Barstow be the location of the new county seat.

The location of the county seat is recommended based upon the following considerations:

- . The location of existing, already-constructed facilities presently delivering county government services
- . Barstow's more centrally-located position within the proposed county
- . The existence and accessibility in Barstow of well-developed rail, highway, and air transportation linking Barstow with all major population centers in the proposed county.

SECTION B--COUNTY OFFICIALS TO BE ELECTED

Section 23332(h) of the Government Code requires that the Mojave County Formation Review Commission determine which county officials are to be elected in the proposed county. Specifically, the Commission is required to determine:

"Which county offices shall be filled by election at the subsequent election of officials for an approved county,...and which of the offices shall be filled by by appointments made by the board of supervisors of the approved county. At a minimum, the county offices to be filled by election shall be those which by law, are required to be filled by election."

THE COMMISSION DETERMINES that the following positions shall be elected:

- . Members of the Board of Supervisors
- . Sheriff
- . District Attorney
- . County Superintendent of Schools

The Board of Supervisors of Mojave County shall thereafter determine which positions shall be appointive and which positions shall be elective, and may submit such question to the electorate either by initiative or referendum procedure. The determination of the Commission is based upon authority as interpreted by legal opinion given by the Commission's legal counsel, Best, Best & Krieger, dated November 30, 1987.

The New County Formation Review Commission has determined that the will of the people must prevail as it relates to the appointment and election of county officials, and that it cannot be determined by the Commission at the time of this writing which would best serve the electorate. The Commission has therefore concluded that its determinations should be in accordance with Section 24009 of the Government Code:

"(a) Except as provided in subdivision (b), the county officers to be elected by the people are the treasurer, county clerk, auditor, sheriff, tax collector, district attorney, recorder, assessor, public administrator, and coroner.

"(b) Any county office which is required to be elective may become an appointive office pursuant to the provisions of this subdivision. In order to change any such office from elective to appointive, a proposal shall be presented to the voters of the county and approval by a majority of the votes cast on the proposition. Any such proposal shall be submitted to the voters pursuant to the qualification of an initiative petition as provided...in the Elections Code. Any county office changed from elective to appointive in accordance with the provisions of this subdivision may be changed back from appointive to elective in the same manner."

The Commission reviewed all of the required sections related to appointments and election of the public officials. We find that Section 24000 of the Government Code lists the officials of the county:

"The Officers of a county are:

- (a) A district attorney
- (b) A sheriff
- (c) A county clerk
- (d) A controller
- (e) An auditor
- (f) A treasurer
- (g) A recorder
- (h) A license collector
- (i) A tax collector, who shall be ex officio license collector
- (j) An assessor
- (k) A superintendent of schools
- (l) A public administrator
- (m) A coroner
- (n) A surveyor
- (o) Members of the board of supervisors
- (p) A county veterinarian
- (q) A fish and game warden
- (r) A county librarian
- (s) A county health officer
- (t) An administrative officer
- (u) A director of finance
- (v) A road commissioner
- (w) Such other officers as are provided by law

In reviewing governments as they exist in other counties in California, the Commission has found that the positions that have been combined, positions to be elected, and positions to be appointed vary from county to county. In many instances, there are historical reasons why these changes have occurred, and the proposed Mojave County has no historical precedence. Therefore, the Commission in its wisdom cannot possibly determine which positions should be combined. For example, the Commission reviewed the fact that San Bernardino County has an elected Sheriff and an elected Coroner. Each of these two positions has taken on additional duties because the elected Board of Supervisors, as representatives of the people, has felt that an efficient, more effective, government could be administered with a combination of duties. Our research has revealed that the offices of Sheriff and Coroner in Orange County are combined into a single position responsible for both functions. The Board of Supervisors is given broad and discretionary powers in general law counties, which may differ substantially from charter counties. While there has been no intent and, apparently, no consensus that the proposed Mojave County should be a charter county, there is consensus that the general law counties will need to make determinations after the formation of what would be most effective. For example, Section 24010 of the Government Code states the following:

"Notwithstanding any other provision of law, the board of supervisors may by ordinance abolish the office of coroner and provide instead for the office of medical examiner, to be appointed by the said board and to exercise the powers and perform the duties of the coroner. The medical examiner shall be a licensed physician and surgeon duly qualified as a specialist in pathology."

This is an example of what will be facing the Board of Supervisors in the broader question of organizational structure and the appointive/elective status of certain county officers. The Commission recognizes that in the democratic process the electorate will make its will known as time progresses. There are provisions in the Government Code and the Elections Code to provide that the positions which are appointive can become elective, and vice versa.

It is the determination of the Commission to recognize that, in its wisdom, it cannot possibly make decisions which would disenfranchise the voters or handcuff the newly-elected Board. The recommendations of the Commission allow the democratic process to work as it ought to in a representative system, and all the citizens will be guaranteed a freedom to influence the process which will finally establish the method of appointing the officials who carry out the governmental functions.

CHAPTER 5--DISTRIBUTION OF INDEBTEDNESS

Section 23332(a) of the Government Code requires that the Mojave County Formation Review Commission determine, "a fair, just and equitable distribution, as between each affected county (San Bernardino) and the proposed county (Mojave), of the indebtedness of each affected county (San Bernardino)." The determination therefore requires two steps:

- . That the existing debt of San Bernardino County be established
- . That the debt, once established, be apportioned on some "fair, just and equitable" basis between the remaining San Bernardino County and the new Mojave County.

Indebtedness is defined in the Government Code at Section 23301(e):

"Indebtedness means the net obligations of a county arising from contract or through the operation of law, other than short-term operational expenses, but including and not limited to obligations arising under general obligations bonds, leases, joint powers agreements, and similar obligations or contracts entered into by the county prior to the date on which a petition is filed. Net obligation shall be deemed to mean the gross obligation outstanding after deduction of offsetting revenues, other than taxes."

Applying this definition, San Bernardino County has \$93,088,465 which must be distributed. Exhibit 2 beginning on the following page itemizes the indebtedness components. They consist of Joint Powers Agreements for constructing buildings, and Certificates of Participation for equipment acquisition.

The second step in the process is to determine what constitutes a "fair, just and equitable distribution" of that indebtedness. In this matter, the Commission may be guided by one or more of the following subdivisions of Government Code Section 23334:

EXHIBIT 2--SUMMARY OF FIXED ASSETS & ASSOCIATED LIABILITIES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

GENERAL FUND EQUIPMENT & FURNISHINGS	FIXED ASSETS		LIABILITIES
	SAN BERN CO (REMAINING)	MOJAVE COUNTY	
Board of Supervisors	70,540		
Clerk of Board	69,585		
Special Districts	21,946		
County Administrative Officer	35,360		
Assessor	117,712		
Auditor/Controller	122,364		17,506
Purchasing Agent	42,860		29,185
Treasurer-Tax Collector	140,670		54,955
County Counsel	124,126		
CAO-Personnel Mgmt	148,244		
CAO-Personnel Occupational	16,589		
Civil Service Commission	5,064		
Registrar of Voters	588,453		35,008
Bldg & Grounds Repair	18,779		
EPWA Grounds	69,135		
Bldg Grounds	6,609		
EPWA Maintenance	97,019		
Bldg Services Custodial	20,635		
EPWA Arch-Eng	9,062		
Real Property	31,068		
Economic Development	10,452		
OMS-Systems Development	78,000		78,000
General Services	10,524		
Central Stores	721,004		
Child Support	72,014		
District Attorney	1,367,690	202,039	
Grand Jury	10,176		
Justice Courts	10,007		
Municipal Court-West Valley	12,599		
Municipal Court	175,325		
Municipal Court-Colton	3,999		
Municipal Court Central	12,879		
Municipal Court	2,657		
Municipal Court	42,588	37,843	
Public Defender	30,816	2,000	
Superior Court	257,567	24,710	
Marshall	303,043	22,074	
Sheriff	2,955,722	167,721	

EXHIBIT 2--SUMMARY OF FIXED ASSETS & ASSOCIATED LIABILITIES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

GENERAL FUND EQUIPMENT & FURNISHINGS	FIXED ASSETS		LIABILITIES
	SAN BERN CO (REMAINING)	MOJAVE COUNTY	
Probation	167,639	3,632	
Agricultural Commission	70,738	2,204	
Wts., Meas. & Consumer Affairs	87,389		
Land Management	925,682	14,497	
Disaster Preparedness	4,740		
Emergency Services	14,393		
Public Admin & Coroner	94,601	10,511	
Recorder	339,724		
Regional Parks	293,186	123,054	
Public Works	33,773		
EPWA	16,299		
EPWA Fiscal & Personnel	7,493		
Health	573,367	9,535	
Environmental Health Svcs	148,191	12,848	
Mental Health	363,310		
CA Children Svcs	3,302		
Welfare-Administration	602,047	329,181	
Human Resources Agency	4,569		
Veterans Affairs	17,471		
Supt Of Schools	43,283		
Agricultural Extension	33,260		
County Museum	72,014	57,173	
EPWA Airports	40,026	77,205	
Communications	622,979	368,600	213,000
Forestry & Fire	41,808	41,807	
Vehicles & Heavy Equipment	9,402,720	1,544,443	3,950,000
Total	\$21,856,886	\$3,051,077	4,377,654

EXHIBIT 2--SUMMARY OF FIXED ASSETS & ASSOCIATED LIABILITIES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

	FIXED ASSETS		
SPECIAL REVENUE FUNDS EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY	LIABILITIES
ROAD FUND	8,529,324	4,992,778	
LIBRARY FUND	858,285	10,673	
COMMUNITY DEVELOPMENT	199,627		
AGING	127,586		
AIR POLLUTION CONTROL DISTRICT	20,000	92,600	
SHERIFF'S SPECIAL PROJECT	3,570		
COUNTY LAW LIBRARY	148,878		
BOARD OF RETIREMENT	23,078		
CHINO HILLS REG'L MGR	10,477		
CSA 38-Countywide	442,943	442,946	
CSA 70	2,585,076	999,266	
FLOOD CONTROL	790,964	172,042	
Total	\$13,739,808	\$6,710,305	0

	FIXED ASSETS		
MISCELLANEOUS FUNDS EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY	LIABILITIES
DATA PROCESSING	7,780,373	550,000	6,000,000
RISK MANAGEMENT	845,976		
CENTRAL COURIER & DISTRIBUTION	1,048,049		
GARAGE	421,510		
MOTOR FLEET	8,930,315	1,517,264	
GSA-TELEPHONE SERVICES	11,277,611	1,169,389	12,447,000
CENTRAL STORES	7,447		
VEHICLES/EQUIPMENT	103,082	17,200	
HOSPITAL	15,075,163		
SOLID WASTE MANAGEMENT	2,062,289	962,162	
TRUST & AGENCY	296,509	33,500	330,000
Total	\$47,848,324	\$4,249,515	18,777,000

EXHIBIT 2--SUMMARY OF FIXED ASSETS & ASSOCIATED LIABILITIES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

BUILDINGS	FIXED ASSETS		LIABILITIES
	SAN BERN CO (REMAINING)	MOJAVE COUNTY	
COMMUNITY			
Apple Valley		119,376	
Baker		138,840	
Baldy Mesa		120,669	
Barstow		4,370,880	
Big Bear	1,319,787		
Bloomington	38,094		
Blue Jay	31,166		
Calico		279,257	
Chino	4,648,216		446,664
Colton	217,454		
Crestline	1,239,875		
Devore	2,327,785		
Fontana	2,254,151		
Joshua Tree	3,903,534		
Lake Arrowhead	49,561		
Mojave Narrows		10,681	
Needles		2,239,728	750,000
Ontario	5,020,677		
Rancho Cucamonga	37,987,170		37,987,170
Rialto	1,193,362		
Redlands	2,972,905		
San Bernardino	77,671,465		29,589,977
Trona		480,896	
Twentynine Palms	172,148		
Twin Peaks	1,520,570		
Victorville		2,492,102	120,000
Yucaipa	2,281,042		
Yucca Valley	1,040,000		1,040,000
Others	625,387	55,734	
TOTAL	\$146,514,349	\$10,308,163	69,933,811

EXHIBIT 2--SUMMARY OF FIXED ASSETS & ASSOCIATED LIABILITIES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

	FIXED ASSETS		
ALL FUNDS	SAN BERN CO	MOJAVE	
ALL FIXED ASSETS	(REMAINING)	COUNTY	LIABILITIES
GENERAL FUND	21,856,886	3,051,077	4,377,654
MISCELLANEOUS FUNDS	47,848,324	4,249,515	18,777,000
BUILDINGS	146,514,349	10,308,163	69,933,811
SPECIAL REVENUE FUNDS	13,739,808	6,710,305	0
Total	\$229,959,367	\$24,319,060	93,088,465

"(a) The payment of a fixed or determinable amount of money by the proposed county either as a lump sum or in installments, for the acquisition, transfer, use or right of use of any part of the property, real or personal, owned by an affected county at the time a petition was filed....

"(b) The levying of fixing and the collection in the proposed county of (1) special, extraordinary or additional taxes or assessments, or (2) special, extraordinary or additional service charges, rentals or rates, or (3) both; or the issuance and sale of bonds for purposes of providing for any payment required pursuant to subdivision (a) of this section.

"(c) The imposition, exemption, transfer, division or apportionment, as between any affected county and the proposed county, of liability for payment of all or any part of principal, interest or any other amounts which shall become due on account of all or any part of any bonds, including revenue bonds, of an affected county which are outstanding or authorized, at the time a petition is filed..., or other contracts or obligations of an affected county; and the levying or fixing and the collection in the proposed county of any (1) taxes or assessments, or (2) service charges, rentals or rates, or, (3) both, as may be necessary to provide for such payment.

"In making its determinations, the commission shall ascertain the current indebtedness of each affected county. It shall also ascertain (a) the total assessed value of all property located in each affected county; and (b) the assessed value of the territory of the proposed county. The assessed values used by the commission shall be those shown on the last equalized assessment roll of each affected county.

"The commission shall also identify and determine the location and value of all real and personal property owned by each county and located within the boundaries of the proposed county. Any real and personal property identified by the commission pursuant to this section shall become the property of the proposed county, should it be established..., upon the settlement of the indebtedness in the manner specified by the commission."

These provisions make clear that the Commission has a very considerable degree of flexibility in determining how and to what extent San Bernardino County's indebtedness is distributed. However, while making that determination, Section 23334(c) requires that the Commission also ascertain:

- . The total assessed value of San Bernardino County
- . The assessed value of the territory within the proposed Mojave County
- . The location and value of all real and personal property owned by San Bernardino County which is located within the boundaries of the proposed Mojave County.

Thus, in addition to the Commission's determination that San Bernardino County's indebtedness is \$93,088,465, the Commission makes the following determinations as required:

1. THE COMMISSION DETERMINES that the total assessed value of San Bernardino County is \$39,419,068,966, being the full market value of the secured and unsecured tax rolls, less state exemptions, as shown in the 1987-88 Final Budget of San Bernardino County.
2. THE COMMISSION DETERMINES that the assessed value of the territory of the proposed Mojave County is \$7,865,845,709, being the full market value of the secured and unsecured tax rolls, less state exemptions. The foregoing value was determined by taking the sum of the assessed values of the following agencies in their entirety:

- Adelanto Elementary School District
- Apple Valley Unified School District
- Baker Valley Unified School District
- Barstow Unified School District
- Helendale Elementary School District
- Needles Unified School District
- Oro Grande Elementary School District
- Silver Valley Unified School District
- Snowline Joint Unified School District
- Trona Unified School District
- Victor Elementary School District

The sum of those assessed values was added to the sum of the partial assessed values of the following agencies:

- Hesperia Unified School District (90%)
- Lucerne Valley Unified School District (77%)
- Morongo Unified School District (10%)
- San Bernardino City Unified School District (10%)

The sum of the assessed values of all the foregoing represents the aggregate assessed value of all the lands within the territory of the proposed county, including pro-rata shares of value of the latter four agencies which would be partially in both San Bernardino and Mojave Counties.

3. THE COMMISSION DETERMINES that the value of all real and personal property owned by San Bernardino County which is located within the boundaries of the proposed Mojave County is \$28,671,882. This amount was determined through a detailed review of the County's Comprehensive Annual Financial Report for the year ended June 30, 1987, and other asset records provided by the Auditor/Controller and other county departments. Value represents book value based upon

actual acquisition costs; for plant and equipment which are normally depreciated as a regular practice, depreciated book values were used. Not included are library books and roads which are not accounted for, in accordance with the State Controller's Uniform Accounting Manual. A detailed inventory of fixed assets is included as an appendix to this report. Exhibit 3 beginning on the following page summarizes the Mojave County property inventory by department and district.

The determination of how to distribute the indebtedness in a "fair, just and equitable" manner may now be decided. The Legislature's use of the phrase "fair, just and equitable" in describing the standard by which the Commission must act, appears to be purposely vague in order to allow the Commission broad discretion. After many hours of research and debate, and following examination of approaches used by previous county formation review commissions for Tahoe, Ponderosa, and Canyon Counties, the Mojave County Formation Review Commission has determined that the distribution of indebtedness shall be by a factor which gives equal weight to the shares that assessed value and population in the proposed county represent of the total assessed value and population, respectively, in the entire San Bernardino County. The calculation of that weighted factor is as follows:

Mojave County Population	205,000
Total San Bernardino County Population	1,188,000
Mojave County Population Share	17.26%
Mojave County Assessed Value	\$ 7,865,845,709
Total San Bernardino County Assessed Value	39,419,068,966
Mojave County Assessed Value Share	19.95%
Equally Weighted Distribution Factor	<u>18.61%</u>

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

GENERAL FUND EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
Board of Supervisors	70,540	
Clerk of Board	69,585	
Special Districts	21,946	
County Administrative	35,360	
Assessor	117,712	
Auditor/Controller	122,364	
Purchasing Agent	42,860	
Treasurer-Tax Collector	140,670	
County Counsel	124,126	
CAO-Personnel Mgmt	148,244	
CAO-Personnel Occupational	16,589	
Civil Service Commission	5,064	
Registrar of Voters	588,453	
Bldg & Grounds Repair	18,779	
EPWA Grounds	69,135	
Bldg Grounds	6,609	
EPWA Maintenance	97,019	
Bldg Services Custodial	20,635	
PWA Arch-Eng	9,062	
Real Property	31,068	
Economic Development	10,452	
OMS-Systems Development	78,000	
General Services	10,524	
Central Stores	721,004	
Child Support	72,014	
District Attorney	1,367,690	202,039
Grand Jury	10,176	
Justice Courts	10,007	
Municipal Court-West Valley	12,599	
Municipal Court	175,325	
Municipal Court-Colton	3,999	
Municipal Court Central	12,879	
Municipal Court	2,657	
Municipal Court	42,588	37,843
Public Defender	30,816	2,000
Superior Court	257,567	24,710
Marshall	303,043	22,074
Sheriff	2,995,722	167,721
Probation	167,639	3,632
Agricultural Commission	70,738	2,204
Wts., Meas. & Consumer Affairs	87,389	

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

GENERAL FUND EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
Land Management	925,682	14,497
Disaster Preparation	4,740	
Emergency Services	14,393	
Public Admin & Coroner	94,601	10,511
Recorder	339,724	
Regional Parks	293,186	123,054
Public Works	33,773	
EPWA	16,299	
PWA Fiscal & Personnel	7,493	
Health	573,367	9,535
Environmental Health Svcs	148,191	12,848
Mental Health	363,310	
CA Children Svcs	3,302	
Welfare-Administration	602,047	329,181
Human Resources Agency	4,569	
Veterans Affairs	17,471	
Supt Of Schools	43,283	
Agricultural Extension	33,260	
CAO County Museum	72,014	57,173
PWA Airports	40,026	77,205
Communications	622,979	368,600
Forestry & Fire	41,808	41,807
Vehicles & Heavy Equipment	9,402,720	1,544,443
Total	21,896,886	3,051,077

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

BUILDINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
COUNTY SERVICE AREAS		
CSA 29-LUCERNE VALLEY		179,507
CSA 38-COUNTYWIDE FIRE		
Summit	29,492	
Baseline	398,839	
Cajon Pass	1,440	
Grand Terrance	6,000	
Lake Havasu		1,250
Victorville		121,353
Pinon Hills		246
Phelan		109,045
	435,771	231,894
CSA 40-ELEPHANT MTN		19,037
CSA 42-ORO GRANDE		151,768
CSA 53B-FAWNSKIN	37,539	
CSA 56		
Wrightwood		789,120
F-1 Pinon Hills		4,592
		793,712
CSA 60-APPLE VALLEY		171,140
CSA 63-YUCAIPA	1,021,556	
CSA 64-KALIN RANCH	27,787	
CSA 70-COUNTYWIDE		
Baldy Mesa		106,756
Park Moabi Marina		30,022
Fontana	123,420	
Zone B-Helendale		55,000
Zone C-Helendale		36,000
Zone D1-Lake Arrowhead	24,761	
TV2-Morongo Valley	20,749	
Zone J-West Hesperia		99,869
Zone L-Pinon Hills		62,856
Zone M-Wonder Valley	14,174	
Zone S1-E. Baldwin Lake	162,677	
Zone W-Hinkley		20,000
Zone P-2-Muscoy Comm Park	78,442	
Zone S-3-Lytle Creek		290,374
Zone M-1-Goat Mountain		3,500
Zone P-3-Twin Peaks	106,965	
Hinkley		49,847

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

BUILDINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
Zone L-Pinon Hills		448,064
Recupe	605,714	
	1,136,902	1,202,288
CSA 79 GREEN VALLEY LAKE	5,820,053	
CSA 82		
Searles Valley(General)		136,884
Argus Fire Protection		30,319
Searles Valley Fire Protection		67,897
		235,100
AIR POLLUTION CONTROL DISTRICT		21,007
FLOOD CONTROL DISTRICT	223,271	
CENTRAL VALLEY FIRE PROTECTION	927,815	
CHINO RURAL FIRE	539,607	
FOREST FALLS FIRE PROTECTION	38,257	
JOSHUA TREE FIRE PROTECTION	60,041	
LAKE ARROWHEAD FIRE PROTECTION	340,509	
YUCCA VALLEY FIRE PROTECTION	116,881	
BARSTOW PARK & RECREATION		682,812
BIG BEAR PARK & RECREATION	687,786	
BLOOMINGTON PARK & RECREATION	470,131	
CEDAR PINES PARK & RECREATION	5,000	
JOSHUA TREE PARK & RECREATION	322,185	
NORTH FONTANA PARK & RECREATION	619,477	
TWENTY-NINE PALMS PARK & RECREATION	778,081	
YUCCA VALLEY PARK & RECREATION	711,552	
CRESTLINE SANITATION DISTRICT	3,217,852	
SAN BERNARDINO WATERWORKS DISTRICT	1,833,636	
VALUE OF BUILDINGS IN DISTRICTS	19,386,749	3,673,205
COUNTY-OWNED BUILDINGS	146,514,349	10,308,163
Total	165,901,098	13,981,368

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

SPECIAL REVENUE FUNDS EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
ROAD FUND	8,529,324	4,992,778
LIBRARY FUND	858,285	10,673
COMMUNITY DEVELOPMENT	199,627	
AGING	127,586	
AIR POLLUTION DISTRICT	20,000	92,600
SHERIFF'S SPECIAL PROJECT	3,570	
COUNTY LAW LIBRARY	148,878	
BOARD OF RETIREMENT	23,078	
CHINO HILLS REG'L MGR	10,477	
CSA 18	215,742	
CSA 19	3,605	
CSA 29		335,125
CSA 30		15,518
CSA 38-COUNTYWIDE FIRE	442,943	442,946
Morongo Valley	3,922	
Needles		1,592
Joshua Tree	73,878	
Wonder Valley	84,491	
Havasu Lake		51,632
Fawnskin	86,805	
Imp Zone E-Summit Valley		1,003
Imp Zone J-Big River		5,886
CSA 40		272,927
CSA 42		11,315
CSA 53	4,235	
CSA 56		312,213
CSA 60		55,373
CSA 63	105,609	
CSA 64		165,151
CSA 68	20,655	
CSA 70-COUNTYWIDE	1,889,695	1,774,082
Imp Zone B-Melendale		37,206
Imp Zone C-Melendale		8,799
Zone D-1-Lake Arrowhead Dam	81,012	
Morongo Valley TV Site	75,307	
Imp Zone L-Pinon Hills		134,458

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

SPECIAL REVENUE FUNDS EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
Imp Zone M-Wonder Valley	10,311	
Imp Zone W-Hinkley	5,042	88,817
R-2-Twin Peaks	1,550	
P-2-Muscoy Comm Park	6,484	
S-3-Lytle Creek Sewer Feas		13,144
S-3-Lytle Creek		16,273
W-1-Big Horn Landers Water	75,932	5,082
PM-1-Lake Arrowhead	14,586	
SP-1-Bear Valley Homes	14,586	
Hacienda Water Zone	1,000	
CSA 72		6,897
CSA 79	82,959	
CSA 82		62,662
CENTRAL VALLEY FIRE	1,236,025	
CHINO RURAL FIRE	764,732	
FOREST FALLS FIRE	40,934	
LAKE ARROWHEAD FIRE	417,445	
YUCCA VALLEY FIRE	453,531	
BARSTOW PARK & RECREATION		144,845
BIG BEAR VALLEY PARK	115,716	
BLOOMINGTON PARK	24,436	
JOSHUA TREE PARK	33,772	
TWENTY-NINE PALMS PARK	134,338	
YUCCA VALLEY PARK	51,181	
FLOOD CONTROL-COUNTYWIDE	1,109,925	270,476
CRESTLINE SANITATION	480,500	
SAN BERNARDINO WATERWORKS	487,200	
Total	18,570,909	9,329,473

EXHIBIT 3--SUMMARY OF FIXED ASSETS
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

MISCELLANEOUS FUNDS EQUIPMENT & FURNISHINGS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
DATA PROCESSING	7,780,373	550,000
RISK MANAGEMENT	845,976	
CENTRAL COURIER & DISTRIBUTION	1,048,049	
GARAGE	421,510	
MOTOR FLEET	8,930,315	1,517,264
GSA-TELEPHONE SERVICES	11,415,749	1,031,251
CENTRAL STORES	7,447	
VEHICLES/EQUIPMENT	103,082	17,200
HOSPITAL	15,075,163	
SOLID WASTE MANAGEMENT	2,062,289	962,162
TRUST & AGENCY	296,509	33,500
Total	47,986,462	4,111,377

TOTAL FIXED ASSETS	SAN BERN CO (REMAINING)	MOJAVE COUNTY
GENERAL FUND	21,896,886	3,051,077
MISCELLANEOUS FUNDS	47,986,462	4,111,377
BUILDINGS	165,901,098	13,981,368
SPECIAL REVENUE FUNDS	18,570,909	9,329,473
Total	254,355,355	30,473,295

The Commission has further determined that other, monetary assets, both tangible and intangible, of San Bernardino County are to be distributed on the same weighted basis as has been determined for fixed assets. The Commission has determined that the value of those additional assets, which are portions of accumulated fund balances/retained earnings as of June 30, 1987, are:

County General Fund	\$22,690,652
County Road Fund	1,441,932
Library Fund	237,114
Survey Monument Preservation	179,761
County Fish & Game	58,181
Off-Hwy Vehicle License Fee Fund	14,187
Geothermal Energy Fund	46,631
Special Aviation	11,719
Capital Improvements	3,559,784
Federal Revenue Sharing Fund	7,165,703
Medical Service Plan	(1,958,562)
County Service Area 38	75,686
County Service Area 70	533,357
Street Lighting District 1	77,281
Flood Control District	<u>2,576,900</u>
Total	<u>\$36,710,326</u>

Notwithstanding that distribution, accumulated fund balances/retained earnings in a number of less-than-countywide funds are to be apportioned to the proposed county in the manner shown on the following page, resulting in the amounts shown opposite each.

Air Pollution Control District (83%)	\$ 176,795
Flood Control District:	
Zone 4 (100%)	1,548,352
Zone 6 (58%)	91,612
Solid Waste Management Fund:	
Sub-Funds 651/700/800	
(70% of Desert District)	<u>3,703,400</u>
Total	<u>\$5,520,159</u>

Finally, all assets and liabilities not otherwise identified, of every Board-governed district which is contained entirely in the territory of the proposed county will transfer in their entirety to the proposed county.

THE COMMISSION DETERMINES that:

1. The eligible indebtedness of San Bernardino County is \$93,088,465
2. The distribution of indebtedness to the proposed Mojave County is \$475,843
3. The share of accumulated fund balances/retained earnings for Mojave County is \$12,351,951.

Based upon all the foregoing, the following calculation traces the affect of the distribution of assets and liabilities:

Total San Bernardino County Assets	\$254,278,427	
Mojave County Share (18.61%)		\$47,321,215
Total San Bernardino County Liabilities	93,088,465	
Mojave County Share (18.61%)		<u>17,323,763</u>
Mojave Assets Minus Liabilities		29,997,452
Actual Assets Located in Mojave County		<u>30,473,295</u>
Shortage/(Excess) of Assets in Mojave County		(475,843)
Net Share of Debt To Mojave County		<u>475,843</u>

Net Mojave County Gain From Debt Share	(\$ 475,843)
Net Mojave County Share of Fund Balances	<u>12,351,951</u>
Net Affect on Mojave County	<u>\$11,876,108</u>

CHAPTER 6--DETERMINATION OF ECONOMIC VIABILITY OF A SEPARATE MOJAVE COUNTY

Section 23332(c) of the Government Code provides that the Mojave County Formation Review Commission shall determine "the economic viability of the proposed county." This chapter forecasts revenues which would be available to a separate Mojave County, and the costs which would likely be incurred by it, in providing as nearly as possible the same levels of services as the area presently receives from San Bernardino County. By comparing revenues and costs it can be determined whether revenues will equal or exceed costs, thereby indicating the "economic viability" of the proposed Mojave County as a separate entity.

This chapter is divided into four sections as follows:

- . * Section A --Projected Mojave County Revenues
- . Section B --Projected Mojave County Costs
- . Section C --Comparison of Mojave County Costs and Revenues
- . Section D --Constitutional Appropriations Limit of Mojave County

This chapter will build on the information and assumptions discussed in preceding chapters, and will be the cornerstone of the financial analyses of not only this chapter, but of the next chapter on fiscal impact on San Bernardino County as well.

SECTION A--PROJECTED MOJAVE COUNTY REVENUES

This section examines revenue sources and amounts which the proposed county could expect to receive as a separate entity. Revenue estimates are in current (1988) dollars and are based upon; 1) a careful analysis of the nature and source of revenues which San Bernardino County presently derives from the proposed Mojave County area; 2) substantial documentation supplied by the county Auditor/Controller and county departments; and 3) the experience of the Commission's consultant, Ralph Andersen & Associates, in analyzing and projecting county government revenues.

County governments derive their operating revenues from three broad sources -- taxes; user charges; and subventions, reimbursements and grants from other levels of government. In addition to revenues which are foregone by San Bernardino County (and, for the most part, inherited by the new county) as a result of the county split, the proposed county would be entitled to selected revenues in its own right. Exhibit 4 tabulates the estimated revenues of the proposed county, subject to these additional assumptions:

- . CONTINUATION OF THE EXISTING TAX STRUCTURE IS ASSUMED--
California counties receive taxes as authorized by statute, and there are relatively few areas in which the new county could affect its tax rates or structures. The only taxes which the county would have the ability to change would be; 1) the Hotel/Motel Occupancy Tax, whose rate may be locally determined; and 2) the Documentary Transfer Tax, which the new county could elect not to enact at all. At present, all 58 California counties have the transfer tax.
- . CONTINUATION OF EXISTING LICENSE AND PERMIT FEES IS ASSUMED--Fees for licenses and permits are established pursuant to statutory amounts, or they must be in relation to the cost of service provided.

- . CONTINUATION OF EXISTING FINES AND PENALTIES FROM THE THREE COURT TIERS IS ASSUMED--Because the Commission has retained the current three-tier court system in the proposed county, the fines, forfeitures and penalties which will be realized by the proposed county are assumed to be no different from those being received by these court districts, divisions and departments at present.
- . INTEREST EARNINGS OF MOJAVE COUNTY ARE ASSUMED TO BE PROPORTIONATELY THE SAME AS AT PRESENT--The proposed county would earn interest on invested funds. Those earnings are assumed to be proportionately the same for the new county as they presently are for San Bernardino County, adjusted for the smaller revenue base of Mojave County.
- . CONTINUING STATE AND FEDERAL REVENUE SOURCES ARE ASSUMED--The largest portion of a county's operating income is derived from state and federal aid. Most of that aid lost by San Bernardino County would be transferred to Mojave County. It is assumed that these intergovernmental revenues would be available to the proposed county on the same basis as they presently are to San Bernardino County. (Certain specific state programs which make money available to counties could be treated differently in the proposed county than in San Bernardino because of population differences. Those cases are identified in the relevant places in Section C of this chapter.)

In addition, Mojave County could potentially receive special, limited-term grants from state or federal sources, depending on the county's eligibility and how aggressively specific grant applications are pursued. Often such special grants tend to offset costs, although they have not been projected here because they cannot be accurately predicted.

- . CONTINUATION OF CURRENT FEES AND CHARGES FOR SERVICES IS ASSUMED--A significant share of county costs are recovered in the form of user fees and charges. Such fees and charges are typically set in relation to the costs for which they are intended. It is assumed that, at a minimum, the current fee structure would be continued. Some of those fees and charges may not be at their legally permissible limits in the proposed county as a separate entity.

Assuming all the foregoing conditions, Exhibit 4 projects that the proposed Mojave County would receive \$137,366,835 in the current year if it operated at current service levels.

EXHIBIT 4--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
TAXES				
Property Taxes	\$128,804,039	\$32,142,500	\$96,661,539	\$32,142,500
Assessor C.O.S. Penalty	300,000	90,000	210,000	90,000
Property Tax Augmentation	967,393	278,483	688,910	788,500
Special Assessments	214,000		214,000	
Sales & Use Taxes	15,683,760	5,550,000	10,133,760	5,550,000
Other Taxes	9,153,000	2,000,000	7,153,000	2,000,000
Sub-Total: Taxes	\$155,122,192	\$40,060,983	\$115,061,209	\$40,571,000
LICENSES, PERMITS & FRANCHISES				
Animal Licenses	1,200,000	209,000	991,000	209,000
Business Licenses	20,900	1,400	19,500	1,400
Construction Permits	9,248,452	4,060,000	5,188,452	4,060,000
Road Permits	420,000	87,000	333,000	87,000
Zoning Permits	276,177		276,177	(a)
Franchise Fees	3,400,000	500,000	2,900,000	500,000
Other Licenses & Permits	690,200	19,300	670,900	19,300
Sub-Total: L,P&F	\$15,255,729	\$4,876,700	\$10,379,029	\$4,876,700
FINES, FORFEITURES & PENALTIES				
Vehicle Code Fines	4,708,465	676,400	4,032,065	676,400
Warrant Servicing	1,580,000	305,300	1,274,700	305,300
Other Court Fines	3,650,500	223,900	3,426,600	223,900
Bond Forfeitures	355,000	46,000	309,000	46,000
Penalties	493,750	28,800	464,950	28,800
Juvenile Court Costs	9,000	2,000	7,000	2,000
Sub-Total: F,F&P	\$10,796,715	\$1,282,400	\$9,514,315	\$1,282,400
REV FROM USE OF MONEY/PROPERTY				
Interest	16,953,323	2,873,520	14,079,803	2,873,520
Rents & Concessions	2,855,601	701,001	2,154,600	701,001
Sub-Total: Use of Money	\$19,808,924	\$3,574,521	\$16,234,403	\$3,574,521

EXHIBIT 4--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
STATE AID				
Aid For Aviation	759,984		759,984	
Highway Users Tax	12,800,000	2,813,000	9,987,000	2,813,000
Cigarette Tax	450,000	130,000	320,000	130,000
BITR	9,298,446	3,200,000	6,098,446	3,200,000
Motor Vehicle In-Lieu Tax	29,891,723	5,081,600	24,810,123	5,081,600
Trailer Coach In-Lieu Tax	600,000	120,000	480,000	120,000
Welfare Administration	21,564,182	3,604,400	17,959,782	3,785,300
DPSS Categorical Aids	126,874,802	19,932,300	106,942,502	19,932,300
Health Administration	16,000		16,000	16,000
Aid For Crippled Children	2,436,195	585,000	1,851,195	585,000
Aid For Mental Health	15,888,249	1,351,000	14,537,249	1,546,000
Aid For Health	13,913,023	635,600	13,277,423	690,600
Aid For Agriculture	653,000	96,400	556,600	96,400
Aid For Civil Defense	327,350		327,350	75,000
Aid For Construction	1,147,000	245,000	902,000	245,000
Aid For Guardian/Conservator	3,500		3,500	(a)
Aid For Veterans Affairs	65,859	13,000	52,859	13,000
Medi-Cal	24,428,968	2,177,662	22,251,306	527,662
Miscellaneous Subventions	4,589,621	101,200	4,488,421	101,200
MIA Funding	17,858,089	1,800,000	16,058,089	350,000
Homeowner Exemption	4,264,000	950,000	3,314,000	950,000
SB 90 Cost Reimbursement	787,582	80,900	706,682	80,900
Other State Aid	50,104,377	3,953,088	46,151,289	4,193,088
Sub-Total: State Aid	\$338,721,950	\$46,870,150	\$291,851,800	\$44,532,050
FEDERAL AID				
Welfare Administration	18,964,225	3,169,800	15,794,425	3,328,900
Aid For Children	123,521,106	19,405,400	104,115,706	19,405,400
Health Administration	14,000		14,000	14,000
Medi-Care	9,526,172	850,000	8,676,172	
Aid For Construction	2,206,749	1,175,000	1,031,749	1,175,000
Aid For Disaster	60,000	12,000	48,000	12,000
Forest Reserve Revenue	83,000	12,000	71,000	12,000
Grazing Fees	35,000		35,000	(a)
In-Lieu Taxes	775,000	400,000	375,000	400,000
Other Federal Aid	23,325,425	3,563,200	19,762,225	3,563,200
Sub-Total: Federal Aid	\$178,510,677	\$28,587,400	\$149,923,277	\$27,910,500

EXHIBIT 4--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
OTHER GOVERNMENTAL AID				
Other Governmt'l Agcys	12,264,066	760,805	11,503,261	252,805
Sub-Total: Other Gov Aid	\$12,264,066	\$760,805	\$11,503,261	\$252,805
Sub-Total: All Intergov't	\$529,496,693	\$76,218,355	\$453,278,338	\$34,379,155
CHARGES FOR CURRENT SERVICES				
Adoption Fees	24,000		24,000	(a)
Agricultural Services	781,084	16,200	764,884	16,200
Weed Abatement Contracts	125,000		125,000	(a)
SB 813 Implementation Cost	600,000		600,000	(a)
Assessment & Tax Collection	715,000	211,400	503,600	211,400
Tax Sale Fee	60,000	17,900	42,100	17,900
Reimbursement of Deeded Prop	39,000	11,600	27,400	11,600
Auditing Fees	150,000	44,200	105,800	44,200
Probation Diversion Fees	43,000		43,000	
Civil Process Service	828,000	142,000	686,000	142,000
Court Fees	4,865,420	781,800	4,083,620	781,800
Communication Services	397,466		397,466	
Children's Services	50,000		50,000	(a)
Educational Services	108,461		108,461	(a)
Election Services	500,622	70,000	430,622	70,000
Estate Fees	228,000	19,600	208,400	19,600
Health Fees	3,962,985	808,637	3,154,348	808,637
Humane Services	486,900	75,000	411,900	75,000
Private Pay	15,643,286	863,671	14,779,615	113,671
Institutional Care & Services	2,834,867		2,834,867	
Law Enforcement Services	8,679,895	1,756,000	6,923,895	1,756,000
Legal Services	716,940	83,700	633,240	83,700
Library Services	162,000		162,000	
Park & Recreation Fees	2,918,910	952,100	1,966,810	952,100
Juvenile Fees	45,000		45,000	(a)
Personnel Services	162,042	16,000	146,042	16,000
Facilities Development Fees	700,000		700,000	
Planning & Engineering Svcs	2,586,426	886,320	1,700,106	886,320
Micrographics Fees	310,000	23,000	287,000	23,000
Adult Investigations Fees	15,000		15,000	(a)
Collection Fees	85,000		85,000	(a)
Purchasing Fees	10,000	1,200	8,800	1,200

EXHIBIT 4--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
Recording Fees	3,071,758	775,400	2,296,358	775,400
Reimb Welfare Child Support	565,000	80,000	485,000	80,000
Road & Street Services	60,000	7,500	52,500	7,500
Reimburse Indirect Cost	2,453,000		2,453,000	
Sanitation Services	8,667,663	140,943	8,526,720	140,943
Aircraft Storage	26,264	8,840	17,424	8,840
Fuel Flowage	44,178	26,500	17,678	26,500
Landing Fees	1,200	500	700	500
Other Services	10,787,619	3,739,544	7,048,075	3,739,544
Sub-Total: Current Svcs	\$74,510,986	\$11,559,555	\$62,951,431	\$10,809,555
OTHER REVENUES				
Rev Applic To Prior Yrs	1,000,000		1,000,000	
Other Sales	454,875	81,514	373,361	81,514
Contributions & Donations	39,800		39,800	
NSF Checks	7,500	1,100	6,400	1,100
Other Revenues	17,943,965	1,477,091	16,466,874	1,477,091
Sub-Total: Other Revenues	\$19,446,140	\$1,559,705	\$17,886,435	\$1,559,705
OTHER FINANCING SOURCES				
Sale Of Fixed Assets	260,570	49,372	211,198	49,372
Operating Transfers-In	14,347,739	1,948,227	12,399,512	1,948,227
Long-Term Debt Proceeds	15,570,000		15,570,000	
Sub-Total: Other Financ'g	\$30,178,309	\$1,997,599	\$28,180,710	\$1,997,599
Total: All Sources	\$854,615,688	\$141,129,818	\$713,485,870	\$137,366,835

- (a) The estimate for this revenue account has been incorporated into estimates for other accounts, either for ease in estimating or because revenue deposit records were not precise enough to identify deposits specifically to this account.

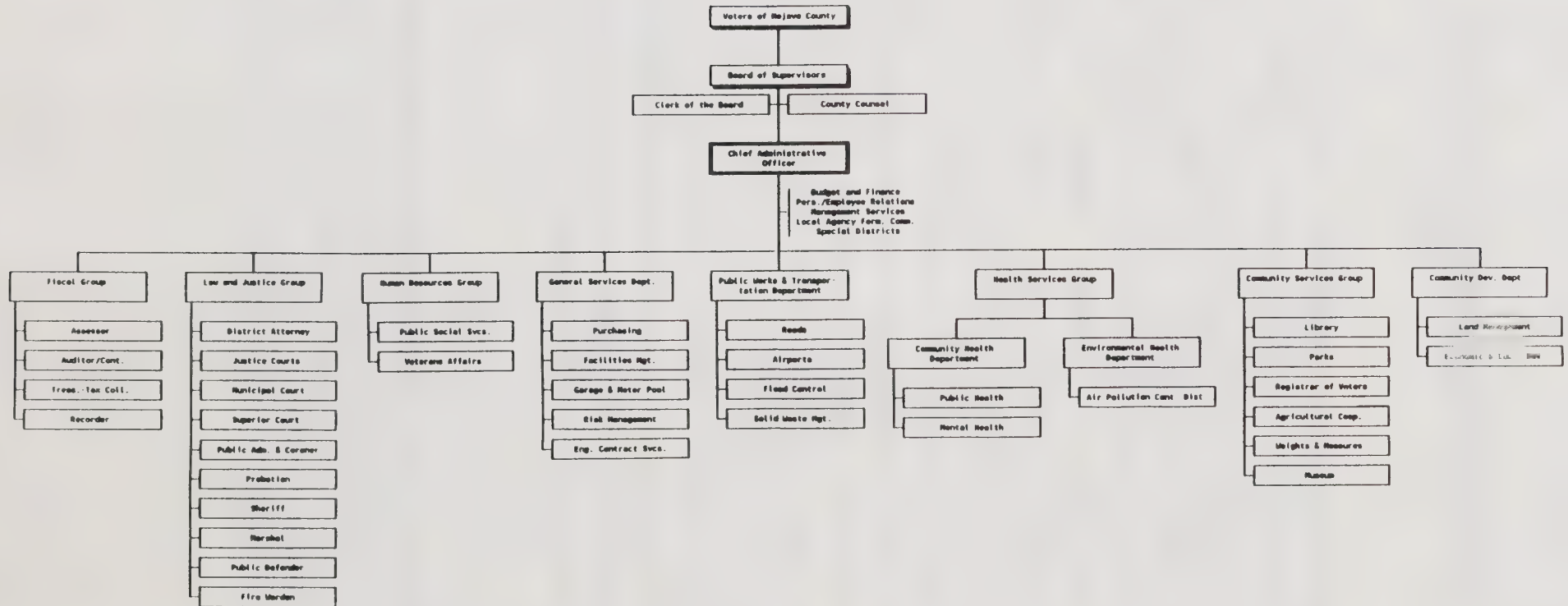
SECTION B--PROJECTED MOJAVE COUNTY COSTS

As with revenues, projecting county costs begins with a thorough analysis of the existing situation in the area of the proposed new county. Costs being incurred by San Bernardino County in the proposed county area were first identified by the Commission's consultants working in concert with county departments and others. However, those costs represent the cost of serving the new county area as part of a larger service area, and would therefore need additional costs related to installing separate policy-making and administrative structures in the new county. Accordingly, in addition to the present costs being incurred by San Bernardino County in the proposed county area, certain "new" costs were added to complete the departmental or program structures, to provide the same level of service represented by the current county effort. In order to determine many of these additional new costs, it was necessary to assume an organization structure for the proposed Mojave County. Here, as elsewhere, the assumptions are not meant to either anticipate or obligate the policy decisions of a future Board of Supervisors of the new county. Some organization form must be assumed in order to complete the cost analysis. Alternative forms are clearly possible; for purposes of this report, the form which has been used represents a combination of elements, each of which may be found in progressive California counties today. Plate III on the following page depicts the assumed organizational structure.

ASSUMED ORGANIZATIONAL STRUCTURE FOR MOJAVE COUNTY

In chapter 4 it was determined that in addition to the elected Board of Supervisors, the Superintendent of Schools, Sheriff and District Attorney should initially be elected at the first election of officers for Mojave County.

PLATE III
ASSUMED ORGANIZATIONAL STRUCTURE
FOR INDIANA COUNTY



In this way, the new Board of Supervisors would have the greatest degree of flexibility in combining county offices and, thus, of making economy and efficiency decisions in the formulation of their organizational structure.

The major structural change in the assumed Mojave organization is the abandonment of San Bernardino County's agency structure, in favor of departments reporting to the Board of Supervisors directly through the Chief Administrative Officer. The agency structure is not uncommon among very large public agencies, where that may be necessary in order to better coordinate the service strategies of departments with common clients and common objectives. It should not be necessary in the smaller Mojave County organization; it was therefore not assumed for purposes of this report.

The remainder of this section consists of a department-by-department discussion of county programs, together with fiscal forecasts resulting from the formation of the proposed Mojave County. Exhibits 5 and 6 which follow immediately on the next several pages both give summarized totals of all departments and programs. For ease of comparison with the current San Bernardino County budget, the individual departmental forecasts are grouped according to the present San Bernardino County groups and agencies. Thus, analyses of the departments and programs comprising the existing Human Resources Agency, for example, are displayed together as a group, but are not assumed to be an organizational unit in the structure of Mojave County.

EXHIBIT 5--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 ALL DEPARTMENTS AND PROGRAMS

DEPARTMENT	PROPOSED MOJAVE COUNTY			
	ESTIMATED COST	REVENUES	NET COST	STAFF
ADMINISTRATIVE/EXECUTIVE GROUP				
Board of Supervisors	429,500		429,500	11
Clerk Of The Board	167,700	3,200	164,500	4
County Administrative Officer	530,800		530,800	9
CAO-Management Services	1,350,000		1,350,000	
CAO-Special Districts	496,248	496,248		9
CAO-Personnel	573,000	75,000	498,000	10
County Counsel	678,600	65,000	613,600	14
Local Agency Formation Commission	100,000		100,000	2
School Claims	160,793		160,793	2
Superintendent Of Schools	150,700		150,700	3
Fish And Game	6,000	6,000		
ENVIRONMENTAL PUBLIC WORKS AGENCY				
Airports	1,469,763	1,103,248	366,515	17
Economic & Community Development	1,795,000	1,795,000		14
Engineering Contract Services	230,231	48,900	181,331	8
Environmental Health Services	3,127,003	1,762,000	1,365,003	49
EPWA Administration	152,000		152,000	4
Land Management	6,894,422	5,024,000	1,870,422	117
Regional Parks	1,341,023	1,097,000	244,023	31
Road Operations	9,399,085	6,544,000	2,855,085	108
Solid Waste	4,012,782	4,012,782		20
Flood Control	3,544,533	3,494,033	50,500	17
FISCAL GROUP				
Assessor	2,153,339	102,000	2,051,339	57
Auditor/Controller	1,192,140	236,000	956,140	27
Recorder	485,314	798,000	(312,686)	12
Treasurer/Tax Collector	1,759,800	229,400	1,530,400	24
Contingencies and Reserves	1,200,000		1,200,000	
GENERAL SERVICES AGENCY				
Agricultural Commissioner	562,870	141,100	421,770	10
Agricultural Cooperative Extension	195,845		195,845	5
County Library	1,961,483	1,961,483		76
County Museum	2,020		2,020	
Facilities Management	1,671,849	31,100	1,640,749	15

EXHIBIT 5--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 ALL DEPARTMENTS AND PROGRAMS

DEPARTMENT	PROPOSED MOJAVE COUNTY			
	ESTIMATED COST	REVENUES	NET COST	STAFF
Gen'l Svcs Agency Administration	-	-	-	
Purchasing	210,852	10,000	200,852	5
Registrar Of Voters	500,923	110,000	390,923	10
Weights And Measures	329,021	22,500	306,521	8
HEALTH CARE SERVICES GROUP				
California Children's Services	840,000	641,000	199,000	8
Emergency Medical Care Costs	65,100		65,100	
Health Care Costs	-	-	-	
Mental Health	2,146,967	1,975,000	171,967	27
Public Health	2,929,300	1,252,000	1,677,300	74
County Medical Center	1,350,000	1,350,000		14
County Medical Services Plan	-	-	-	
HUMAN RESOURCES AGENCY				
Public Social Services	50,794,737	46,555,900	4,238,837	248
Veterans' Affairs	167,215	13,000	154,215	5
LAW AND JUSTICE GROUP				
District Attorney	1,990,450	90,000	1,900,450	37
DA-Child Support Division	816,750	1,014,000	(197,250)	26
Forestry/Fire Warden	243,454		243,454	2
Grand Jury	70,000		70,000	
Justice Courts	394,930	105,000	289,930	14
Marshal	1,305,440	360,550	944,890	25
Municipal Court	2,013,438	451,500	1,561,938	42
Probation	2,656,087	471,000	2,185,087	51
Public Adm/Guard'n/Conserv/Coroner	733,405	10,800	722,605	15
Public Defender	1,107,416	61,500	1,045,916	21
Sheriff	13,760,435	2,034,050	11,726,385	227
Superior Court/County Clerk	2,616,465	916,400	1,700,065	42
CAPITAL IMPROVEMENTS				
Capital Improvements	2,441,976	2,166,476	275,500	
Totals	\$137,278,204	\$88,636,170	\$48,642,034	1,576

EXHIBIT 6--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 ALL COUNTY DEPARTMENTS AND PROGRAMS

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	305,517,406	46,758,252	8,925,903	55,684,155		
SERVICES AND SUPPLIES	212,645,965	28,259,885	3,766,107	32,025,992	Revenue	
OTHER CHARGES	271,772,563	42,515,716		42,515,716	Details	
FIXED ASSETS	43,821,685	3,955,581		3,955,581	Are	
TRANSFERS & REIMBURSEMENTS	(13,981,801)	(3,069,584)	(585,000)	(3,654,584)	Shown	
CONTINGENCIES	9,565,706	1,214,377	1,200,000	2,414,377	Below	
PROGRAM ADJUSTMENTS		7,244,967	(2,908,000)	4,336,967		
TOTAL	\$829,341,524	\$126,879,194	\$10,399,010	\$137,278,204	\$88,636,170	\$48,642,034

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TAXES	4,079,316
LICENSE, PERMITS & FRANCHISES	5,026,700
FINES, FORFEITS & PENALTIES	1,304,400
REVENUE FROM USE OF MONEY	1,159,040
AID FROM OTHER AGENCIES	62,443,526
CHARGES FOR CURRENT SERVICES	10,935,884
OTHER REVENUE	1,739,077
FUND BALANCE	1,948,227
TOTAL	\$88,636,170

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
	1,576

ADMINISTRATIVE/EXECUTIVE GROUP

The County departments and programs comprising the existing Administrative and Executive Group are:

- . Board of Supervisors
- . Civil Service Commission/Employee Relations Panel
- . Clerk of the Board
- . County Administrative Office
- . CAO - Management Services Division
- . CAO - Personnel Division
- . CAO - Personnel Division - Occupational Health
- . CAO - Personnel Division - Unemployment Insurance
- . CAO - Special Districts Division
- . County Counsel
- . Local Agency Formation Commission
- . School Claims
- . Superintendent of Schools
- . Fish and Game Commission

Two other programs are part of this Group, but do not have a fiscal impact directly:

- . Computer Operations--This Internal Service Fund finances the day-to-day costs of the operation of the County's computer center. By spreading its entire cost to user departments on hourly rate or project bases, the fiscal impact is distributed throughout the County government, and is thus accounted for elsewhere. The expected staffing associated with this program, were it to be created in the new county, is approximately 12 full-time equivalent positions.

- . Job Training and Employment Resources Department--The federal Job Training Partnership Act (JTPA) and the implementing California Family Economic Security Act were established to provide various job training programs to prepare youths and unskilled adults for entry into the labor force, and to afford job training to economically disadvantaged individuals facing barriers to employment. Costs of the department's programs and administration are entirely offset by revenues received under the JTPA, as they also would in the new county, with no local costs. The size of a new county JTPA program is subject to considerable policy influence but, as a point of reference, the present program in the new county area is in the range of \$1[±] million.

Exhibit 7 on the following page summarizes the expenditures and revenues associated with the Administrative/Executive Group (except the aforementioned Computer Operations and Job Training and Employment Resources). Following the aggregate summary, individual departments and programs (except the two excluded programs) are summarized in similar fashion. Each summary also contains a possible staffing configuration. Staffing configurations are not intended to prescribe manpower allowances on the new county, but rather are an estimate of personnel requirements, and one possible configuration for the operations of the respective departments.

Many departments in this Group will be only minimally affected, and some not at all, by the creation of the new county. In such cases, those departments and/or programs in the new county have been created from the ground up. For better comprehension, some of the programs listed above have been combined in the analysis and are displayed together in the exhibits which follow. In particular, the three personnel division entries on the preceding page have been combined, and the Civil Service Commission function has been incorporated into the Personnel Division to the extent deemed appropriate.

EXHIBIT 7--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: ADMINISTRATIVE/EXECUTIVE GROUP

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	13,585,557	588,131	2,005,309	2,593,440	Revenue	
SERVICES AND SUPPLIES	3,828,695	179,060	2,467,600	2,646,660	Details	
OTHER CHARGES	43,709				Are	
FIXED ASSETS	114,465	2,641		2,641	Shown	
TRANSFERS & REIMBURSEMENTS	(1,594,789)	(14,400)	(585,000)	(599,400)	Below	
TOTAL	\$15,977,637	\$755,432	\$3,887,909	\$4,643,341	\$645,448	\$3,997,893

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	1,000
FINES, FORFEITS & PENALTIES	6,000
CHARGES FOR CURRENT SERVICES	636,248
OTHER REVENUE	2,200
TOTAL	\$645,448

DEPARTMENTS INCLUDED

BOARD OF SUPERVISORS
 CLERK OF THE BOARD
 COUNTY ADMINISTRATIVE OFFICER
 CAO-SPECIAL DISTRICTS
 CAO-PERSONNEL
 COUNTY COUNSEL
 LOCAL AGENCY FORMATION COMMISSION
 SCHOOL CLAIMS
 SUPERINTENDENT OF SCHOOLS
 CAO-OFFICE OF MANAGEMENT SERVICES
 FISH AND GAME

POSSIBLE STAFFING COUNT 64

BOARD OF SUPERVISORS

The Board of Supervisors is the governing body of the county government and numerous county-dependent special districts. It establishes policy and exercises supervision over the conduct of county offices, departments, and its dependent districts. In addition to its policy and executive functions, the Board of Supervisors also exercises quasi-judicial powers, including passing on claims against the county and its dependent districts. Members of the Board are elected from supervisorial districts and serve four-year overlapping terms.

COMMENT--Expenditures forecast for the Board of Supervisors of the new county are based on the assumption that the new Board members will not be full-time members, and compensated accordingly. Naturally, that is a policy issue for the new Board to decide for itself, but in most counties the size of the proposed new county, members have other livelihoods.

Full time staff which have been included in the budget forecast are:

- . Field representatives for each of the Supervisors, in view of the large geographic area of the districts
- . Secretarial support.

Exhibit 8 on the following page tabulates the expenditure, revenue and staffing projections for the new county.

EXHIBIT 8--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: BOARD OF SUPERVISORS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,500,739		313,500	313,500	Revenue	
SERVICES AND SUPPLIES	549,044		116,000	116,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$2,049,783	\$0	\$429,500	\$429,500	\$0	\$429,500
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
	0
TOTAL	\$0
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ELECTED OFFICIALS	5
FIELD REPRESENTATIVES	5
SECRETARY	1
TOTAL	11
	=====

CLERK OF THE BOARD

The Clerk of the Board is responsible for recording the proceedings of the Board of Supervisors, and of maintaining the official minutes, resolutions and ordinances of the Board. The Clerk provides these services both to the Board and to numerous commissions of the Board.

Expenditure forecasts for the new county are based on a four person department as more specifically shown on Exhibit 9 which follows on the next page.

EXHIBIT 9--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: CLERK OF THE BOARD
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	261,110		126,100	126,100	Revenue	
SERVICES AND SUPPLIES	85,540		41,600	41,600	Details	
OTHER CHARGES					Are	
FIXED ASSETS	9,782				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$356,432	\$0	\$167,700	\$167,700	\$3,200	\$164,500
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	1,000
OTHER REVENUE	2,200
TOTAL	\$3,200
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
CLERK OF THE BOARD	1
CLERICAL/SECRETARIAL	3
TOTAL	4
	=====

COUNTY ADMINISTRATIVE OFFICE

The County Administrative Office is responsible on behalf of the Board of Supervisors for the administration and coordination of the affairs under the Board, and for the preparation and presentation of the annual county budget.

The expenditures for the new county are based upon the generally-prevailing organization structure in counties the size of the proposed new county. It assumes that department directors will report to the Board of Supervisors directly through the County Administrative Officer, not through agency heads, and that subordinate management personnel in staff bureaus of the Administrative Office -- Special Districts, Personnel, Management Services -- will report to a Deputy CAO. Finally, although no budgetary impacts are reflected here, it assumes that the County Administrative Officer would discharge the duties of the Local Agency Formation Commission Executive Officer. The expenses and possible staffing of that program are described later in this section of the report.

As is true throughout this report, the staffing configuration here is not the only possible way to organize manpower needs of the Office.

Exhibit 10 which follows on the next page, summarizes the consultant's estimate of departmental costs, revenues and staffing configuration.

EXHIBIT 10--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: COUNTY ADMINISTRATIVE OFFICE
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,348,875		410,800	410,800	Revenue	
SERVICES AND SUPPLIES	560,418		120,000	120,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$1,909,293	\$0	\$530,800	\$530,800	\$0	\$530,800

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
	0
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
COUNTY ADMINISTRATIVE OFFICER	1
DEPUTY ADMINISTRATIVE OFFICER	1
ADMINISTRATIVE ANALYST	4
SECRETARIAL	1
CLERICAL	2
TOTAL	9

CAO - MANAGEMENT SERVICES DIVISION

The Office of Management Services provides central staff support to the agencies and departments for development and operation of computer information systems, improvements, policies, procedures and special studies.

The majority of the costs associated with San Bernardino County's data processing program are accounted for as an Internal Service Fund, in which operating costs are entirely recovered by levying user charges on departments and agencies using the Computer Center services. The expenditure and revenue forecasts made for OMS are for the General Fund portion of the Office, as more specifically shown in Exhibit 11 on the following page.

COMMENT -- The assumption underlying the projections for new county costs and revenues is that systems and data processing services in the new county could not economically be provided in the same way as they presently are in San Bernardino County. The existing network of equipment and applications is so interwoven that the new county could not duplicate the existing service level except at tremendous new cost. The expenditure forecast, therefore, is made on the basis of a contract relationship with San Bernardino County. Even so, the amount of cost to the new county would be almost entirely dependent on the extent of modifications which new county client-departments would require. In the extreme, all of the hundreds of applications ranging from welfare and probation to the property assessment/taxation cycle, would become duplicated and require separate batch runs and system maintenance staffs. The commission's consultants have estimated the contract cost based upon modifications to some, but not all, of the major application systems.

EXHIBIT 11--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: CAO-MANAGEMENT SERVICES DIVISION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	3,685,367				Revenue	
SERVICES AND SUPPLIES	526,839		1,800,000	1,800,000	Details	
FIXED ASSETS					Are	
TRANSFERS					Shown	
REIMBURSEMENTS	(1,021,600)		(450,000)	(450,000)	Below	
TOTAL	\$3,190,606	\$0	\$1,350,000	\$1,350,000	\$0	\$1,350,000
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

CAO - PERSONNEL DIVISION

The Personnel Division administers the Personnel Management programs of the County, including:

- . Affirmative Action
- . Employee Relations
- . Classification
- . Recruitment and Selection
- . Employee records
- . Employee benefits
- . Employee training
- . Occupational health
- . Unemployment Insurance monitoring

Expenditure projections for the new county are based upon the 10 staff positions shown on Exhibit 12, together with attracted support costs for the Personnel Division operations as well as Unemployment Insurance contributions and Occupational Health costs.

Exhibit 12 on the following page summarizes the relevant forecasts for this department.

EXHIBIT 12--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: CAO-PERSONNEL DIVISION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	3,157,011	37,000	386,000	423,000	Revenue	
SERVICES AND SUPPLIES	847,009	10,000	150,000	160,000	Details	
OTHER CHARGES	41,125				Are	
FIXED ASSETS	65,588				Shown	
TRANSFERS & REIMBURSEMENTS	(92,039)	(10,000)		(10,000)	Below	
TOTAL	\$4,018,694	\$37,000	\$536,000	\$573,000	\$75,000	\$498,000
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	75,000
TOTAL	\$75,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
PERSONNEL DIRECTOR	1
PERSONNEL ANALYST	4
ASSORTED PERSONNEL	5
TOTAL	10
	=====

CAO - SPECIAL DISTRICTS DIVISION

The Special Districts Office is a functional division of the County Administrative Office, responsible for the management and administration of 110 Board-governed special districts. At the time of the new county formation election there will be 37 of these districts in the new county area.

Expenditure forecasts began with an apportionment of current program costs based on the share of dependent districts in the new county area as a percentage of all dependent districts in San Bernardino County. The 8.82 full-time equivalent staff positions which result from such an apportionment were replaced with the 9 positions shown on Exhibit 13. Support costs were apportioned in similar manner.

As an administrative organization, the Special Districts Division spreads its entire operating cost to the various districts it manages, such that there is no local cost to the General Fund. The projected revenues reflect that fact.

EXHIBIT 13--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: CAO-SPECIAL DISTRICTS DIVISION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,133,772	434,629		434,629	Revenue	
SERVICES AND SUPPLIES	186,729	63,378		63,378	Details	
OTHER CHARGES					Are	
FIXED ASSETS	8,000	2,641		2,641	Shown	
TRANSFERS & REIMBURSEMENTS	(50,000)	(4,400)		(4,400)	Below	
TOTAL	\$1,278,501	\$496,248	\$0	\$496,248	\$496,248	\$0

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	496,248
TOTAL	\$496,248

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
ANALYST	2
ENGINEER	3
CLERICAL/SECRETARIAL	3
TOTAL	9

COUNTY COUNSEL

The County Counsel is the civil legal advisor to the Board of Supervisors, other county officials and departments, agencies, commissions and districts. County Counsel also provides legal advice to various joint powers authorities, and represents the courts and judges on request.

The 14 staff positions shown on the following page in Exhibit 14 form the basis for the expenditure projections in the new county. Support costs were then added to complete the expenditure estimates shown more fully on the following page.

EXHIBIT 14--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: COUNTY COUNSEL
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,964,836		733,600	733,600	Revenue	
SERVICES AND SUPPLIES	200,139		80,000	80,000	Details	
OTHER CHARGES	2,584				Are	
FIXED ASSETS	31,095				Shown	
TRANSFERS & REIMBURSEMENTS	(431,150)		(135,000)	(135,000)	Below	
TOTAL	\$1,767,504	\$0	\$678,600	\$678,600	\$65,000	\$613,600

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	65,000
TOTAL	\$65,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
COUNTY COUNSEL	1
DEPUTY COUNTY COUNSEL	6
ASSORTED PERSONNEL	7
TOTAL	14

LOCAL AGENCY FORMATION COMMISSION

The Local Agency Formation Commission, commonly referred to as LAFCo, is an independent regulatory body mandated by the state in 1963. It is charged with the responsibility of reviewing and approving or disapproving all proposals to incorporate cities, to form new special districts, to annex territory to cities or districts, or to consolidate, dissolve, detach, merge or change boundaries of any of those agencies.

Although LAFCo is independent of the County, the County is mandated to provide it certain financial support to permit it to function under the law.

COMMENT--The expenditure and staffing projections for the new county are based upon the assumption that the County Administrative Officer would serve as the LAFCo Executive Officer, as is customary in many counties.

EXHIBIT 15--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: LOCAL AGENCY FORMATION COMMISSION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS					Revenue	
SERVICES AND SUPPLIES	218,211		100,000	100,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$218,211	\$0	\$100,000	\$100,000	\$0	\$100,000

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ANALYST	1
CLERICAL/SECRETARIAL	1
TOTAL	2

SCHOOL CLAIMS

The function of the School Claims program is to perform warrant production, control, accounting and auditing of all expenditures from the funds of the school districts in the County and from the County School Service Fund of the County Superintendent of Schools. All audit and approval functions required by the Auditor-Controller and County Superintendent of Schools are performed under joint responsibility of those two elected officials.

The relative workload associated with the new county area, as a percentage of the current total, was used to apportion costs of the present program between San Bernardino and Mojave Counties. In lieu of the fractional personnel equivalents which result from that sort of apportionment, one Auditor and one clerical staff are projected. Support costs apportioned in the manner described above, are deemed adequate without supplementation.

EXHIBIT 16--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: SCHOOL CLAIMS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	364,433	75,802	309	76,111	Revenue	
SERVICES AND SUPPLIES	407,123	84,682		84,682	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$771,556	\$160,484	\$309	\$160,793	\$0	\$160,793

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
AUDITOR	1
CLERK	1
TOTAL	2

SUPERINTENDENT OF SCHOOLS

The County Superintendent of Schools is the chief elected school administrative officer of the county, and is mandated by state law to provide various services to school districts in the county.

Although the Superintendent of Schools is an independent elected official with independent budget authority, in San Bernardino County the Superintendent is not fiscally independent of the county. As a result, the county is responsible for providing budgetary support for the Superintendent and his immediate office. However, state law permits the Superintendent to become fiscally independent, and with that action, the county is relieved of any further budgetary support.

For purposes of this report, the current arrangement is carried forward to the new county, which will have the discretion to establish a fiscally independent Superintendent's office if it wishes to.

Expenditure and staffing evaluations have been based on providing only for the same relative level of support which San Bernardino County currently provides. In addition to the costs reflected in this budget unit, San Bernardino County currently pays \$276,000 annually for space rental costs, which are carried in the Facilities Management budget. An allocation toward space rental has been incorporated in the forecast for the new county as well.

EXHIBIT 17--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: SUPERINTENDENT OF SCHOOLS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	169,414	40,700	35,000	75,700	Revenue	
SERVICES AND SUPPLIES	179,462	15,000	60,000	75,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$348,876	\$55,700	\$95,000	\$150,700	\$0	\$150,700
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ASSORTED PERSONNEL	3

FISH AND GAME COMMISSION

The Fish and Game Commission is a local program for the improvement of fish and game facilities. The program receives fish and game fines collected by the Justice Courts, and the Commission then annually recommends to the Board of Supervisors how those funds are to be expended.

The projection for this program in the new county is related to the estimated amount of fines being collected by the courts presently in the new county area. The new county would not be precluded from expanding the program beyond what fines generate by using General Fund contributions for its support.

EXHIBIT 18--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: FISH AND GAME COMMISSION
 FUND: FISH AND GAME

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS				0	Revenue	
SERVICES AND SUPPLIES	68,181	6,000		6,000	Details	
OTHER CHARGES				0	Are	
FIXED ASSETS				0	Shown	
TRANSFERS & REIMBURSEMENTS				0	Below	
TOTAL	\$68,181	\$6,000	\$0	\$6,000	\$6,000	\$0
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
FINES, FORFEITS	6,000
TOTAL	\$6,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

ENVIRONMENTAL PUBLIC WORKS AGENCY

The County departments and programs comprising the existing Environmental Public Works Agency are the following:

- . Airports
- . Economic Contract Services
- . Engineering Contract Services
- . Environmental Health Services
- . EPWA Administration
- . EPWA Administrative Services
- . Land Management
- . Regional Parks
- . Transportation Funds:
 - Road
 - Yucaipa
- . Special Funds:
 - California Grazing
 - Economic and Community Development
 - Litter Cleanup
 - Off-Highway Vehicle
 - Big Bear Bikeway
- . Internal Service Funds:
 - Garage
 - Motor Pool
- . Solid Waste Management
- . Flood Control District

Exhibit 19 on the next page summarizes the expenditures and revenues associated with the Environmental Public Works Agency. Following that aggregate summary, individual departments and programs are summarized in

similar manner. Each summary also contains a possible staffing configuration based on either the existing staff assigned in the area of the new county or, as nearly as practicable, on the present departmental structure, relying on the consultant's knowledge and experience with county structure and operations for modifications as warranted.

Several EPWA programs are special or pilot programs unique to a particular area of San Bernardino County, and would not be affected by the new county formation, such as the Big Bear Bikeway and Yucaipa Special Transportation Fund programs. Others involve amounts which are not material, or which are offset entirely by program revenues, such as the Litter Cleanup, California Grazing and Off-Highway Vehicle License programs.

For purposes of this report, the existing agency structure in San Bernardino County has not been carried forward to the much smaller new county. To the extent deemed appropriate, the functions and staff are contained in individual departments, rather than in the EPWA Administration and EPWA Administrative Services budget units as at present. One program in particular -- the Geographic Information Management System (GIMS) -- could be organizationally placed in the Land Management Department, although the expenditure and staffing forecasts which are shown in Exhibit 24 are not dependent on that. The new county would not be precluded from establishing the agency structure. If it did so, a number of positions (approximately 8) would be removed from the various departments and programs in this group to become the foundation of the new agency. The Commission's consultants estimate that the agency structure here would have a net county cost of an additional \$175,000[±].

EXHIBIT 19--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: ENVIRONMENTAL PUBLIC WORKS AGENCY

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	42,551,885	13,115,475	3,072,713	16,188,188	Revenue	
SERVICES AND SUPPLIES	70,752,390	15,187,762	295,000	15,482,762	Details	
OTHER CHARGES	2,419,844	651,006		651,006	Are	
FIXED ASSETS	6,011,800	1,065,519		1,065,519	Shown	
TRANSFERS & REIMBURSEMENTS	(8,815,464)	(2,490,997)		(2,490,997)	Below	
CONTINGENCIES	4,146,906	1,214,377		1,214,377		
TOTAL	\$117,067,361	\$28,743,142	\$3,367,713	\$32,110,855	\$24,880,963	\$7,229,892
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TAXES	2,142,833
LICENSES, PERMITS	4,797,000
FINES, FORFEITS & PENALTIES	438,100
REVENUE FROM USE OF MONEY	1,147,690
AID FROM OTHER AGENCIES	7,531,000
CHARGES FOR CURRENT SERVICES	5,447,836
OTHER REVENUE	1,553,277
FUND BALANCE	1,823,227
TOTAL	\$24,880,963

DEPARTMENTS INCLUDED

 AIRPORTS
 ECONOMIC & COMMUNITY DEVELOPMENT
 ENGINEERING CONTRACT SERVICES
 ENVIRONMENTAL HEALTH SERVICES
 EPWA ADMINISTRATION/ADMINISTRATIVE SERVICES
 LAND MANAGEMENT
 REGIONAL PARKS
 ROAD OPERATIONS
 SOLID WASTE MANAGEMENT
 FLOOD CONTROL DISTRICT

POSSIBLE STAFFING COUNT

385

AIRPORTS

The Airport Services Division manages, maintains and operates the seven county-owned airports in San Bernardino County. Five of those airports -- Apple Valley, Baker, Bar/Dag, Needles and Trona -- are located in the new county area. Of those five, the Apple Valley airport is not operated as a General Fund program, but rather as a special district (County Service Area No. 60). For purposes of this report, all five airports are considered together in projecting new county costs and revenues. County Service Area No. 60 would become a dependent district of Mojave County, and could continue to offset the operating costs of the Apple Valley airport as at present.

Expenditure forecasts are based upon continuing the present staff levels assigned to the five new county airports, together with a pro-rata share of central administrative and support costs presently incurred in San Bernardino. No additional administrative staff is proposed.

Substantial revenues are generated by the airports. Revenue projections are made from actual receipts at the five airports in the new county area.

EXHIBIT 20--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: AIRPORTS
 FUND: GENERAL & CSA 60

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,025,011	487,176	60,700	547,876	Revenue	
SERVICES AND SUPPLIES	1,069,525	726,274		726,274	Details	
OTHER CHARGES	124,071	106,375		106,375	Are	
FIXED ASSETS	93,500	60,500		60,500	Shown	
TRANSFERS & REIMBURSEMENTS	(35,000)	(25,000)		(25,000)	Below	
CONTINGENCIES	53,738	53,738		53,738		
TOTAL	\$2,330,845	\$1,409,063	\$60,700	\$1,469,763	\$1,103,248	\$366,515
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TAXES (CSA 60)	505,333
FINES, FORFEITS & PENALTIES	100
REV FROM USE OF MONEY & PROP	303,301
CHARGES FOR CURRENT SERVICES	39,740
OTHER REVENUE	215,300
FUND BALANCE (CSA 60)	39,474
TOTAL	\$1,103,248
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
AIRPORT MANAGER	1
AIRPORT SUPERVISOR	2
MAINTENANCE WORKER	9
ASSORTED PERSONNEL	5
TOTAL	17
	=====

ECONOMIC AND COMMUNITY DEVELOPMENT

The Department of Economic and Community Development was established to administer the county's Community Development Block Grant Program and economic development activities in order to build viable neighborhoods, preserve the housing stock, meet urgent community needs and promote job creation, principally for low and moderate income persons. The department is also responsible for promoting new affordable housing construction through the issuance of mortgage revenue bonds.

Forecasts for the new county ECD program were largely made by first projecting the availability of its program revenues. The primary source of income to the program is the Community Development Block Grant (CDBG) allocation. Urban counties are eligible to receive CDBG funds when there is a population of at least 200,000, including cooperating small cities. Because entitlement amounts from the federal government depend on demographic values of population, poverty, housing overcrowding and age of housing, it is not possible to predict precisely what the new county would receive as a recipient on its own. At present, the new county area constitutes approximately 25% of San Bernardino County's qualifying population of 832,300; the estimates for the new county have been forecast on that basis.

The department's responsibility for economic and business expansion is carried on through a program called Contract Marketing Development which is described later in this section.

Exhibit 21 on the following page summarizes the expenditure, revenue and staffing projections for the new county.

EXHIBIT 21--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: ECONOMIC AND COMMUNITY DEVELOPMENT
 FUND: ECONOMIC AND COMMUNITY DEVELOPMENT

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,209,920	259,869	210,000	469,869	Revenue	
SERVICES AND SUPPLIES	10,288,914	1,535,131	(210,000)	1,325,131	Details	
OTHER CHARGES					Are	
FIXED ASSETS	56,200				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$11,555,034	\$1,795,000	\$0	\$1,795,000	\$1,795,000	\$0
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
REVENUE FROM USE OF MONEY	68,000
AID FROM OTHER AGENCIES	1,727,000
TOTAL	\$1,795,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
PROGRAM SUPERVISORS	2
HOUSING & DEVELOPMENT SPCLST	4
ASSORTED PERSONNEL	7
TOTAL	14
	=====

ENGINEERING CONTRACT SERVICES

Engineering Contract Services is responsible for appraisal of county facilities, relocation assistance, surplus property disposal and lease negotiation.

Expenditure and staffing projections were developed around the current proportion of workload associated with the new county area (approximately 26%); revenue forecasts were based on actual receipts from rents and concessions, and on workload split (in revenues from other services).

Exhibit 22 on the following page summarizes the expenditure and revenue forecasts for the new county, and lists a possible staffing configuration for the program.

EXHIBIT 22--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: ENGINEERING CONTRACT SERVICES
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	922,452	239,838	103,500	343,338	Revenue	
SERVICES AND SUPPLIES	93,515	24,314	5,000	29,314	Details	
OTHER CHARGES					Are	
FIXED ASSETS	14,500	3,770		3,770	Shown	
TRANSFERS & REIMBURSEMENTS	(477,355)	(146,191)		(146,191)	Below	
TOTAL	\$553,112	\$121,731	\$108,500	\$230,231	\$48,900	\$181,331
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	48,900
TOTAL	\$48,900
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
MANAGER	1
PROPERTY AGENT	4
ASSORTED PERSONNEL	3
TOTAL	8
	=====

ENVIRONMENTAL HEALTH SERVICES

This department provides environmental health protection and services mandated by the state, or required under county and city ordinances. Its programs include identifying and inventorying environmental health problems, enforcing state and local regulations and law, monitoring environmental health quality factors, and providing consultation and educational services related to environmental health. The department also staffs and operates the San Bernardino Air Pollution Control District.

Departmental forecasts for the new county were made by separating the Air Pollution Control District (APCD) function from the others, and applying shares of activity indicators maintained by the department for various regions of the county to the remaining programs. The APCD program was projected on a geographic basis inasmuch as the San Bernardino County Air Pollution Control District presently covers all of the new county area, and only a small portion outside of the new county (Morongo Basin). The remainder of San Bernardino County is in the South Coast Air Quality Management District.

The department operates from several field offices in the new county area -- APCD is located in Victorville; Environmental Health Protection has staff in Barstow, Needles and Victorville; and Community Health Protection offers services from Hesperia and Victorville. A total of 33 personnel are assigned there. Central administrative and support staff in San Bernardino were apportioned to the new county area according to prorations of the service activity indicators described above.

The department's programs generate a substantial amount of revenue from two main sources:

- . Fees and charges levied on users for sanitation and other health-related permits and services
- . State subvention for Air Pollution Control District operations.

Exhibit 23 on the next page summarizes the expenditure, revenue and staffing projections associated with this department in the new county.

EXHIBIT 23--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: ENVIRONMENTAL HEALTH SERVICES
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	6,139,433	1,900,219	550,000	2,450,219	Revenue	
SERVICES AND SUPPLIES	1,329,052	403,709	130,000	533,709	Details	
OTHER CHARGES	43,000	37,982		37,982	Are	
FIXED ASSETS	303,209	105,093		105,093	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$7,814,694	\$2,447,003	\$680,000	\$3,127,003	\$1,762,000	\$1,365,003

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES AND PERMITS	650,000
FINES AND FORFEITS	22,000
REVENUE FROM USE OF MONEY	40,000
AID FROM OTHER AGENCIES	147,000
CHARGES FOR CURRENT SERVICES	902,000
OTHER REVENUE	1,000
TOTAL	\$1,762,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR OF ENVIRONMENTAL HLTH	1
AIR POLLUTION CONTROL OFFICER	1
DIVISION CHIEF	3
APCD ENGINEER	4
APCD QUALITY CONTROLLER	3
APCD SPECIALIST/TECHNICIAN	6
ASSORTED PERSONNEL	31
TOTAL	49

ENVIRONMENTAL PUBLIC WORKS AGENCY ADMINISTRATION

For purposes of this report, the existing agency structure of San Bernardino County is not carried over to the much smaller new county. From the functions carried out by the Agency Administration and its Administrative Services unit, approximately 8 full-time equivalent positions in support capacities have been distributed to line departments. An additional 4 positions for a Geographic Information Management System (GIMS) remain shown here, although organizationally that unit should be appropriately placed where it shares a community of interest, such as in the Land Management Department.

The GIMS program is supported in part by user departments, which is indicated on Exhibit 24 as a transferred cost. Exhibit 24 also summarizes the expenditure and staffing forecasts for the GIMS program.

EXHIBIT 24--SUMMARY OF PROJECTED COSTS AND REVENUES
MOJAVE COUNTY FORMATION REVIEW COMMISSION
DEPT: EPWA ADMINISTRATION/ADMINISTRATIVE SERVICES
FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,646,149		142,000	142,000	Revenue	
SERVICES AND SUPPLIES	909,221		70,000	70,000	Details	
OTHER CHARGES	1,572				Are	
FIXED ASSETS	14,911				Shown	
TRANSFERS & REIMBURSEMENTS	(1,181,144)		(60,000)	(60,000)	Below	
TOTAL	\$1,390,709	\$0	\$152,000	\$152,000	\$0	\$152,000

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ASSORTED PERSONNEL	4

LAND MANAGEMENT

The Land Management Department consists of three basic functions -- Planning, Surveyor, and Building and Safety. Under its planning function, the department prepares short- and long-range plans for the development of the County and conservation of its resources. Under its Surveyor function, the department is responsible for the perpetuation of survey monuments, for maintaining accurate records of surveys, assisting the public in matters relating to land boundaries, and providing legal descriptions and base maps as needed. Finally, under its Building and Safety function, the department enforces county ordinances and state laws regulating all types of construction on private property throughout the unincorporated territory of the county.

The Land Management Department operates with field offices in the new county area, staffed with 58 positions. Central administrative and support staff in San Bernardino have been apportioned to the new county on the basis of thirteen activity indicators, ranging from building inspections, zone changes, minor subdivisions and environmental reviews, to parcel maps and records of survey. To the staffing which results from that apportionment, were added newly-created senior department management positions to result in the 117 positions listed in Exhibit 25.

Departmental revenue projections were made from the same service activity indicators described above, in addition to those revenues collected directly by the field offices in Barstow and Victorville.

Exhibit 25 on the following page summarizes the results of the forecasts of expenditures, revenues and possible staffing for the new county.

EXHIBIT 25--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: LAND MANAGEMENT
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	10,582,203	4,138,416	1,070,000	5,208,416	Revenue	
SERVICES AND SUPPLIES	2,968,321	1,554,077	300,000	1,854,077	Details	
OTHER CHARGES	70,000	28,713		28,713	Are	
FIXED ASSETS	213,570	60,551		60,551	Shown	
TRANSFERS & REIMBURSEMENTS	(492,944)	(209,335)	(48,000)	(257,335)	Below	
TOTAL	\$13,341,150	\$5,572,422	\$1,322,000	\$6,894,422	\$5,024,000	\$1,870,422
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	4,060,000
CHARGES FOR CURRENT SERVICES	935,000
OTHER REVENUE	29,000
TOTAL	\$5,024,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
COMMUNITY DEVELOPMENT DIRECTOR	1
CHIEF OF PLANNING	1
MANAGER OF DEVELOPMENT SVCS	1
SUPERVISORY STAFF	6
ENVIRONMENTAL SPECIALIST	11
BUILDING INSPECTOR	21
CHIEF LAND SURVEYOR	1
LAND SURVEYOR	5
ENGINEER	4
ASSORTED PERSONNEL	66
TOTAL	117
	=====

REGIONAL PARKS

The Regional Parks Department operates and maintains nine facilities located throughout the county, three of which are located in the area of the new county -- Calico Ghost Town, Park Moabi and Mojave Narrows. It also sponsors special cultural and educational events.

The expenditure and staffing forecasts were made by starting with the 24 full-time equivalent personnel presently assigned to the facilities in the new county area, and adding 7 management and support staff in lieu of fractional portions of existing central office staff. As is common in park systems, a significant number of extra help personnel are employed as needed. The staffing listed on Exhibit 26 does not include extra help positions, but the expenditure forecasts for the new county program do include such less than full-time help.

The current San Bernardino County Regional Parks Department has been exceptionally successful in encouraging private sector involvement with the parks program, a fact which is reflected in its departmental revenues. Revenue forecasts for the new county are based on the income derived by the current department from the three parks located in the new county area.

EXHIBIT 26--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: REGIONAL PARKS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	2,723,297	969,206	27,500	996,706	Revenue	
SERVICES AND SUPPLIES	1,649,951	318,317		318,317	Details	
OTHER CHARGES	7,180	4,100		4,100	Are	
FIXED ASSETS	79,370	21,900		21,900	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$4,459,798	\$1,313,523	\$27,500	\$1,341,023	\$1,097,000	\$244,023
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
REV FROM USE OF MONEY & PROP	436,400
CHARGES FOR CURRENT SERVICES	652,100
OTHER REVENUE	8,500
TOTAL	\$1,097,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
DIVISION CHIEF	1
PARK SUPERINTENDENT	2
PARK RANGER	21
ASSORTED PERSONNEL	6
TOTAL	31
	=====

ROAD OPERATIONS

The Transportation Department is responsible for the operation of the county maintained road system, including administration, planning, design, contract administration, traffic management and maintenance of approximately 4,200 miles of roads.

The Road Operations program operates through 15 road yards located throughout the county, seven of which are in the new county, and an eighth which partially serves the new county area. The seven new county yards are located in the following communities:

- . Yard 2--Big River
- . Yard 11--Baldy Mesa
- . Yard 12--Barstow
- . Yard 13--Trona
- . Yard 14--Ivanpah
- . Yard 15--Needles
- . Yard 16--Apple Valley

Yard 10 serves a small portion of the new county area from Twentynine Palms.

Expenditure projections for the new county road program were largely based on two considerations: 1) the existing cost structure represented by the seven road districts in the area; and 2) by the revenues available to the program. Road revenues, more than those of most other programs, are typically limited in their uses by statute. The two largest sources of income -- state gas tax and sales tax (Local Transportation Fund portion) -- are computed on the basis of the number of registered vehicles, and taxable sales, respectively, in the jurisdiction. State gas tax must be used for road maintenance, as must the LTF portion of the state sales tax, provided there are no unmet transit needs.

At present, \$447,500 of LTF is committed to several transit programs, among them DART and a Meals on Wheels program in the desert.

Next in size among restricted road revenues, is federal construction support under the Federal Aid Secondary (FAS) and Federal Aid Urban (FAU) programs. The new county area contains approximately 2,517 miles of streets and roads in the county maintained system, which absorbs more than half of the \$2,229,000 received from those federal sources. FAU funds, however, are not necessarily ongoing funds; street and road projects must meet eligibility criteria. With a potential county road system as large as the one in the new county, it seems probable that the new county would always be able to qualify for some of these funds.

The present staffing complement of the seven road yard districts in the new county area is 60 full-time equivalent personnel. In addition to those assigned to the seven district yards, an operations "pool" supplements the staff on a project basis. Central support staff engaged in traffic planning, field engineering, program management, design and contract administration, were apportioned according to various criteria, among them: 1) shares of registered vehicles; 2) shares of construction projects; and 3) shares of operational staff. The 16 FTEs which result from that apportionment represent fractional portions of 51 administrative and support staff, which were replaced with 28 positions, leading to the 108 positions shown in Exhibit 27.

Exhibit 27 which follows on the next page summarizes the balance of the expenditure and revenue estimates for the new county road program.

EXHIBIT 27--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: ROAD OPERATIONS
 FUND: ROAD

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	11,239,300	3,707,420	720,000	4,427,420	Revenue	
SERVICES AND SUPPLIES	17,801,600	6,211,080		6,211,080	Details	
OTHER CHARGES	499,500	447,500		447,500	Are	
FIXED ASSETS	733,900	293,560		293,560	Shown	
TRANSFERS & REIMBURSEMENTS	(5,658,500)	(1,980,475)		(1,980,475)	Below	
TOTAL	\$24,615,800	\$8,679,085	\$720,000	\$9,399,085	\$6,544,000	\$2,855,085

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	87,000
FINES, FORFEITS & PENALTIES	416,000
REVENUE FROM USE OF MONEY	150,000
AID FROM OTHER AGENCIES	
HIGHWAY USER TAX - SEC 2104	2,030,000
HIGHWAY USER TAX - SEC 2106	783,000
LOCAL TRANSPORTATION FUND	1,400,000
STATE AID FOR CONSTRUCTION	245,000
FEDERAL AID FOR CONSTRUCTION	1,175,000
OTHER FEDERAL AID	24,000
CHARGES FOR CURRENT SERVICES	104,000
OTHER REVENUE	130,000
TOTAL	\$6,544,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR OF TRANSPORTATION	1
DEPUTY DIRECTOR	2
SECTION CHIEF	3
FIELD SUPERVISORY STAFF	12
EQUIPMENT OPERATOR	43
MAINTENANCE WORKER	22
ASSORTED PERSONNEL	25
TOTAL	108

SOLID WASTE MANAGEMENT

The Solid Waste Management program provides refuse disposal services through the operation of 21 landfill sites throughout the county. The program is organized into four geographic regions, including the Desert region which serves the entire new county area and a small part of the remaining San Bernardino County area. The Desert region is the largest in territory and the next to largest in budgetary terms. It contains fifteen active landfill sites, twelve of which are in the new county area.

Expenditure and staffing projections are based on the current operating experience of the twelve sites managed from the Victorville operations office, where 15 full-time staff are assigned. Fractional portions of additional personnel engaged in central administrative and support functions were replaced with 5 new positions intended for the same purpose. The estimated 20 position staffing complement is shown on Exhibit 28 which follows on the next page.

In addition to the on-going disposal operations, Solid Waste Management has a standing program underway for the closure of selected existing landfill sites, and planning for the development of future sites, including a number in the new county area. In the current year, approximately \$3,686,000 is committed for those purposes in the Desert region, of which about \$2,304,000 will come from available fund balance, and the remainder from a variety of current sources including land use fees.

As an enterprise activity, the Solid Waste Management program is fully funded from users in the form of land use fees charged to property owners. Exhibit 28 reflects that funding arrangement, and also summarizes the projected program expenditures for the new county.

EXHIBIT 28--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: ENGINEERING CONTRACT SERVICES--SOLID WASTE MANAGEMENT
 FUND: ENTERPRISE

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAM BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,932,120	785,186	37,013	822,199	Revenue	
SERVICES AND SUPPLIES	10,608,943	1,553,308		1,553,308	Details	
OTHER CHARGES					Are	
FIXED ASSETS	4,383,000	520,145		520,145	Shown	
TRANSFERS & REIMBURSEMENTS	(32,000)	(6,496)		(6,496)	Below	
CONTINGENCIES	4,093,168	1,160,639	(37,013)	1,123,626		
TOTAL	\$20,985,231	\$4,012,782	\$0	\$4,012,782	\$4,012,782	\$0

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
REVENUE FROM USE OF MONEY	83,319
LAND USE FEES	2,763,936
OTHER REVENUE	1,165,527
TOTAL	\$4,012,782

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DEPUTY DIRECTOR	1
SUPERVISOR	1
EQUIPMENT OPERATOR	11
ASSORTED PERSONNEL	7
TOTAL	20

FLOOD CONTROL DISTRICT

The San Bernardino County Flood Control District is responsible for the control of flood and storm waters, for saving and conserving such waters for the beneficial and useful purposes of spreading, storing and retention, and protecting life and property from flood and storm waters.

The Flood Control District is divided into six geographic zones in recognition of the different characteristics and needs in various areas of the county. Zone 4 is located entirely in the new county, along with portions of three other zones -- Zones 2, 5, and 6. The flood control activities in each zone are supported primarily by property tax revenues collected within the zone, for the benefit of only that zone. Zone 7 is a county-wide zone established to collect revenues from throughout the county for support of the general administration of the District as a whole.

New County projections were based on estimated revenues available to a prospective Mojave County Flood Control District, including the known property tax receipts from zone 4, and portions of taxes from the three partial zones and the county-wide administrative zone (by assessed value splits).

Exhibit 29 on the following page summarizes the expenditure, revenue and staffing forecasts for the new county.

EXHIBIT 29--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: FLOOD CONTROL
 FUND: FLOOD CONTROL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	5,132,000	628,145	152,000	780,145	Revenue	
SERVICES AND SUPPLIES	24,033,348	2,861,552		2,861,552	Details	
OTHER CHARGES	1,674,521	26,336		26,336	Are	
FIXED ASSETS	119,640				Shown	
TRANSFERS & REIMBURSEMENTS	(938,521)	(123,500)		(123,500)	Below	
TOTAL	\$30,020,988	\$3,392,533	\$152,000	\$3,544,533	\$3,494,033	\$50,500
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TAXES	1,637,500
REVENUE FROM USE OF MONEY	66,670
CHARGES FOR CURRENT SERVICES	2,160
OTHER REVENUE	3,950
FUND BALANCE	1,783,753
TOTAL	\$3,494,033
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DEPUTY DIRECTOR	1
SECTION CHIEF	2
ENGINEER	2
ENGINEERING TECHNICIAN	8
ASSORTED PERSONNEL	4
TOTAL	17
	=====

FISCAL GROUP

The County departments and programs comprising the existing Fiscal Group are:

- . Assessor
- . Auditor/Controller
- . Recorder
- . Treasurer/Tax Collector
- . Contingencies and Reserves

Exhibit 30 on the following page summarizes the expenditures and revenues associated with the Fiscal Group. Following the aggregate summary, the five individual departments and programs are summarized in similar fashion. The first four summaries also contain possible staffing configurations. These are not intended to prescribe manpower levels or configurations on the new county, but rather are estimates of personnel requirements, and one possible configuration to aid the reader in understanding the departmental projections. These staffing configurations were not proposed, nor reviewed, by the respective San Bernardino County departments. They are solely the conclusions of the Commission's consultants.

All the departments in the Fiscal Group share an involvement with at least one common activity -- the property recordation/valuation/taxation cycle. In this activity, the formation of the proposed new county would affect each of these departments based on the following assumptions:

- . The present number of property parcels in San Bernardino County is 650,000
- . The estimated number of property parcels in the new county would be approximately 191,000
- . The estimated number of parcels left in San Bernardino County would be approximately 459,000.

EXHIBIT 30--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: FISCAL GROUP

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	11,003,349	2,044,701	1,733,500	3,778,201	Revenue	
SERVICES AND SUPPLIES	4,787,506	735,377	1,075,000	1,810,377	Details	
OTHER CHARGES	1,325				Are	
FIXED ASSETS	122,643	2,015		2,015	Shown	
TRANSFERS & REIMBURSEMENTS	(83,000)				Below	
CONTINGENCIES	5,418,800		1,200,000	1,200,000		
TOTAL	\$21,250,623	\$2,782,093	\$4,008,500	\$6,790,593	\$1,365,400	\$5,425,193
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
PROPERTY TAX	148,000
LICENSES, PERMITS	1,400
CHARGES FOR CURRENT SERVICES	1,134,000
OTHER REVENUE	82,000
TOTAL	\$1,365,400
	=====

DEPARTMENTS INCLUDED

ASSESSOR
 AUDITOR/CONTROLLER
 RECORDER
 TREASURER/TAX COLLECTOR
 CONTINGENCIES AND RESERVES

POSSIBLE STAFFING COUNT 120

ASSESSOR

The Assessor is responsible for appraising real and personal property in the county, except public utility properties, and for preparing an annual assessment roll for all county taxing agencies in accordance with constitutional, legislative and administrative regulation. Since passage of Proposition 13 in 1978, appraisal responsibilities are limited to those non-exempt properties reflecting change of ownership, decrease in value or new construction. Business and personal property over \$200,000 in value is audited by the Assessor.

Expenditure forecasts for the new county are based on:

- . "Direct" costs of three current field offices in the new county area -- Barstow, Needles and Victorville -- with a staffing complement of 23
- . Pro-rata apportionments of program and support costs in five areas:
 - Business property audits
 - Mapping
 - Property transfers
 - Exemptions
 - Other internal support

In lieu of an additional 32.3 full-time equivalents engaged in central support or administrative positions, 34 FTEs including new executive positions round out the staffing, shown more fully in Exhibit 31 on the next page. That exhibit also summarizes the overall departmental expenditure and revenue forecasts for the new county.

EXHIBIT 31--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: ASSESSOR
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	5,692,372	1,513,345	196,000	1,709,345	Revenue	
SERVICES AND SUPPLIES	1,291,829	441,979		441,979	Details	
OTHER CHARGES	1,325				Are	
FIXED ASSETS	5,393	2,015		2,015	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$6,990,919	\$1,957,339	\$196,000	\$2,153,339	\$102,000	\$2,051,339
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
PROPERTY TAXES	90,000
OTHER REVENUE	12,000
TOTAL	\$102,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ASSESSOR	1
CHIEF-PROPERTY VALUATION	1
CHIEF-ASSESSMENT SERVICES	1
SUPERVISING APPRAISER	3
APPRAISER	19
AUDITOR-APPRAISER	2
ASSORTED PERSONNEL	30
TOTAL	57
	=====

AUDITOR/CONTROLLER

The Auditor/Controller is the chief accounting, disbursing and auditing officer of the county, responsible for developing and prescribing accounting systems to ensure sound financial management. The Office also has responsibility for personnel payroll and administering the County-wide Cost Allocation Plan.

The Auditor/Controller operates only from its San Bernardino offices; there are no field offices in the new county area. Revenue and expenditure projections were therefore based entirely on an analysis of the department's workload. Apportionments were made in the Audits Division on the basis of historical records relating to hours spent auditing county departments and programs and Board-governed districts in the new county area. In the Controller Division, allocations were arrived at on varying bases, from estimated new county/old county personnel splits (for payroll administration and processing) to determining numbers of affected taxing agencies for property tax apportionment activities.

Approximations for estimating staffing requirements were made by applying the pro-rata workload shares described above to the current department staffing (11.6 FTE). In lieu of fractional staffing equivalents arrived at in that way, new staffing was developed for the Audits and Controller Divisions.

Revenues come to the Auditor/Controller predominantly from districts and agencies which it audits, and for assessment and tax collection management activities.

EXHIBIT 32--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: AUDITOR/CONTROLLER
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAM BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	2,716,227	245,140	672,000	917,140	Revenue	
SERVICES AND SUPPLIES	1,134,654	75,000	200,000	275,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS	33,000				Shown	
TRANSFERS & REIMBURSEMENTS	(83,000)				Below	
TOTAL	\$3,800,881	\$320,140	\$872,000	\$1,192,140	\$236,000	\$956,140
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	236,000
TOTAL	\$236,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
AUDITOR/CONTROLLER	1
CHIEF OF AUDITS	1
CHIEF DEPUTY CONTROLLER	1
ACCOUNTANT, AUDITOR	7
ASSORTED PERSONNEL	17
TOTAL	27
	=====

RECORDER

The Recorder is responsible for the creation and maintenance of permanent records of all documents, papers and notices that qualify for recordation, which serve as the legal basis for determining ownership of real and personal property in the county. The Recorder also records encumbrance claims, liens, judgments, and vital statistics (births, marriages and deaths). The Recorder also administers the local Documentary Transfer Tax Ordinance. In San Bernardino County, the office of Recorder has been consolidated with the Auditor/Controller. For purposes of this analysis, that consolidated structure is maintained in the new county.

All work of the Recorder must be done in the county seat, so there are no field offices outside of San Bernardino. Expenditure estimates were developed on a pro-rata shares of population basis (83:17) for vital statistics recordation activities, and on a property parcel ratio basis (70.6% vs. 29.4%) for official records activities.

The Recorder function here, as in other California counties, generates net revenues for the General Fund. Revenue forecasts for the new county have followed the pro-rations described above.

Exhibit 33 on the following page summarizes the expenditure, revenue and staffing forecasts for this department in the new county.

EXHIBIT 33--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: RECORDER
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	896,415	227,416	67,500	294,916	Revenue	
SERVICES AND SUPPLIES	567,303	145,398	45,000	190,398	Details	
OTHER CHARGES					Are	
FIXED ASSETS	84,250				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$1,547,968	\$372,814	\$112,500	\$485,314	\$798,000	(\$312,686)
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	798,000
TOTAL	\$798,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
CHIEF DEPUTY RECORDER	1
ASSORTED PERSONNEL	11
TOTAL	12
	=====

TREASURER/TAX COLLECTOR

The consolidated office of the Treasurer/Tax Collector has responsibility for receiving, safeguarding, disbursing and investing funds of the county, school districts and special districts. The department collects taxes on real and personal property, and certain assessments. Further, the Treasurer/Tax Collector is custodian of the investments of the Employees' Retirement Association. As ex-officio license collector, he is responsible for various county licenses and franchise fees.

The Treasurer/Tax Collector operates only from offices in San Bernardino. Staffing and expenditure forecasts were based upon workload prorations in both the tax collection and treasury/investments functions, to which were added appropriate new department management positions, leading to the 24 positions shown in Exhibit 34 on the next page. The balance of the expenditure and revenue projections are also tabulated in Exhibit 34.

The department is responsible for a substantial amount of revenue, much of it from its tax and assessment collection activities for other agencies.

EXHIBIT 34--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: TREASURER/TAX COLLECTOR
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,698,335	58,800	798,000	856,800	Revenue	
SERVICES AND SUPPLIES	1,793,720	73,000	830,000	903,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$3,492,055	\$131,800	\$1,628,000	\$1,759,800	\$229,400	\$1,530,400
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
PROPERTY TAX	58,000
LICENSES, PERMITS	1,400
CHARGES FOR CURRENT SERVICES	100,000
OTHER REVENUE	70,000
TOTAL	\$229,400

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
TREASURER/TAX COLLECTOR	1
CHIEF-TREASURY & INVESTMENTS	1
CHIEF-PROPERTY TAX DIVISION	1
TAX SUPERVISOR	1
SYSTEMS SUPERVISOR	1
ASSORTED PERSONNEL	19
TOTAL	24

CONTINGENCIES AND RESERVES

Contingencies provide for expenditure requirements that may be incurred during the year for which no specific appropriation has been made.

The amount of contingencies shown on Exhibit 35 for the new county is the same percentage of the new county general fund as is now budgeted for San Bernardino County.

Reserves are not expenditure appropriations, but become a part of the fund balance until some specific appropriations action of the Board of Supervisors makes it available for spending. The current year increase of \$1.25 million to general fund reserve has been accounted for in the Commission's apportionment of overall indebtedness. In total, \$22,690,652 in general fund reserves have been apportioned as part of the indebtedness determination discussed in Chapter 5.

EXHIBIT 35--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: CONTINGENCIES AND RESERVES
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS					Revenue	
SERVICES AND SUPPLIES					Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS	6,668,800		1,200,000	1,200,000	Below	
TOTAL	\$6,668,800	\$0	\$1,200,000	\$1,200,000	\$0	\$1,200,000
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

GENERAL SERVICES AGENCY

The County departments and programs comprising the existing General Services Agency are:

- . Agricultural Commissioner
- . Agricultural Cooperative
- . County Library
- . County Museum
- . Facilities Management
- . General Services Agency Administration
- . Purchasing
- . Registrar of Voters
- . Rents and Utilities
- . Weights and Measures
- . Internal Service Funds:
 - Central Stores
 - Mail and Courier Services
 - Printing Services/Records Management
 - Risk Management
 - Telephone Operations

The latter five programs in the General Services Agency are Internal Service Funds which are entirely financed by user departments and, therefore, exert no direct fiscal impacts themselves; their impacts are distributed throughout the operating budgets of user departments and agencies. The Rents and Utilities program has been consolidated with the Facilities Management program in the analysis for greater clarity.

Exhibit 36 on the following page summarizes the expenditures and revenues associated with the General Services Agency, except the five Internal Service Fund programs just described. Following the Agency-wide summary,

individual departments and programs (except the five ISF programs) are summarized in similar fashion. Each summary also contains a possible staffing configuration for the new county department or program. Staffing configurations are not intended to prescribe manpower allowances on the new county, but are only an estimate of personnel requirements, and one possible configuration for the operations of the respective departments.

EXHIBIT 36--SUMMARY OF PROJECTED COSTS AND REVENUES
MOJAVE COUNTY FORMATION REVIEW COMMISSION
FUNCTION: GENERAL SERVICES AGENCY

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	15,493,114	1,780,180	1,265,380	3,045,560	Revenue	
SERVICES AND SUPPLIES	31,058,615	2,265,264	485,720	2,750,984	Details	
OTHER CHARGES	22,176				Are	
FIXED ASSETS	351,250	23,586		23,586	Shown	
TRANSFERS & REIMBURSEMENTS	(7,266,916)	(385,266)		(385,266)	Below	
TOTAL	\$39,658,239	\$3,683,764	\$1,751,100	\$5,434,864	\$2,309,483	\$3,125,381
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE	DEPARTMENTS INCLUDED
TAXES	1,788,483	AGRICULTURAL COMMISSIONER
LICENSES, PERMITS	37,000	AGRICULTURAL COOPERATIVE
AID FROM OTHER AGENCIES	271,100	COUNTY LIBRARY
CHARGES FOR CURRENT SERVICES	139,300	COUNTY MUSEUM
OTHER REVENUE	73,600	FACILITIES MANAGEMENT
TOTAL	\$2,309,483	GENERAL SERVICES AGENCY ADMINISTRATION
	=====	PURCHASING
		REGISTRAR OF VOTERS
		RENTS AND UTILITIES
		WEIGHTS AND MEASURES

POSSIBLE STAFFING COUNT 129

AGRICULTURAL COMMISSIONER

The Agricultural Commissioner is responsible for enforcing state laws and regulations protecting the agricultural industry in such areas as the prevention of insect and disease pest introduction, and field rodent abatement, and, increasingly, for the protection of public health, safety and welfare, including weed abatement and pesticide use regulation.

The Agricultural Commissioner operates from one field office in the new county area, in Victorville. The two full-time staff assigned there are supplemented by central clerical and technical assistance from San Bernardino, amounting to an additional 3 full-time equivalents. For purposes of projecting staffing for the new county, 8 positions, including a new Commissioner, were substituted for these 3 FTEs, as generally shown on Exhibit 37.

The department is responsible for a substantial amount of direct budget revenue from a wide array of sources, some of which are listed below:

- . Pest detection reimbursement from the state
- . Pest exclusion permit for out-of-country plant shipments
- . Pesticide use enforcement tax paid on issuance of pesticide use permits
- . Reimbursement from the state for maintaining the outbound produce Exit Station at Needles
- . Reimbursement for weed abatement work in the City of Victorville.

Exhibit 37 on the following page summarizes these anticipated revenues, together with forecasts for departmental expenditures and staffing.

EXHIBIT 37--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: AGRICULTURAL COMMISSIONER
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,635,289	177,907	176,100	354,007	Revenue	
SERVICES AND SUPPLIES	1,055,190	40,863	175,000	215,863	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS	(118,800)	(7,000)		(7,000)	Below	
TOTAL	\$2,571,679	\$211,770	\$351,100	\$562,870	\$141,100	\$421,770
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	3,700
AID FROM OTHER AGENCIES	96,400
CHARGES FOR CURRENT SERVICES	16,200
OTHER REVENUE	24,800
TOTAL	\$141,100
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
AGRICULTURAL COMMISSIONER	1
AGRICULTURAL BIOLOGIST	5
ASSORTED PERSONNEL	4
TOTAL	10
	=====

AGRICULTURAL COOPERATIVE EXTENSION

The Agricultural Cooperative Extension provides "on location" agricultural research and educational services, 4-H Club sponsorship, and adult consumer sciences and foods preservation assistance to county residents, based on results of research from the University of California, other Land Grant colleges, and the U.S.D.A. To accomplish this task, the Extension offers educational workshops, seminars, newsletters, consultative assistance and research-generated publications.

This is a discretionary program supported financially through cooperative arrangement with the University of California, which provides technical and professional staff and materials; the County provides necessary office space, transportation, clerical help, field research, equipment and supplies.

At present, the only "direct" costs in the new county area are associated with twice-monthly office visits by a 4-H Youth Assistant. Although this is primarily a "people" program, expenditure and staffing requirements have not generally been forecast on the basis of a population split, but rather, on a program-by-program basis to ensure at least a minimum ability to continue the same programs as the San Bernardino County Extension Office offers.

EXHIBIT 38--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: AGRICULTURAL COOPERATIVE EXTENSION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	306,545	66,661	83,000	149,661	Revenue	
SERVICES AND SUPPLIES	93,253	20,185	26,000	46,185	Details	
OTHER CHARGES					Are	
FIXED ASSETS	32,640				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$432,438	\$86,845	\$109,000	\$195,845	\$0	\$195,845

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
4-H ASSISTANT	1
FIELD TECHNICIAN	1
INFORMATION SPECIALIST	1
CLERICAL/SECRETARIAL	2
TOTAL	5

COUNTY LIBRARY

The County Library system provides public library services through a network of 27 branches. Nine branches are located in the new county:

- . Adelanto
- . Apple Valley
- . Barstow
- . Hesperia
- . Lucerne
- . Needles
- . Trona
- . Victorville
- . Wrightwood

Expenditure projections for the new county began with the present staffing assigned to the nine branch libraries, and added 11 full-time equivalent positions in lieu of fractional portions of central administrative and support staff amounting to 8.25 FTEs. The nine branches are staffed by 65 employees amounting to 34.2 FTEs.

As a separate operating fund, the County Library is ultimately constrained by its separate revenue base. Revenue projections for the new county library system lead to the conclusion that the new county would need to support the library program with Special District Augmentation Fund moneys, just as the present San Bernardino County Library is supported from that source. The departmental forecast for the new county requires approximately \$788,500 in Augmentation Fund contributions to be in balance at current levels of service.

Exhibit 39 on the following page summarizes the various projections for the new county library program.

EXHIBIT 39--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: COUNTY LIBRARY
 FUND: LIBRARY

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	3,132,178	1,030,324	350,000	1,380,324	Revenue	
SERVICES AND SUPPLIES	2,260,332	397,573	160,000	557,573	Details	
OTHER CHARGES					Are	
FIXED ASSETS	163,059	23,586		23,586	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$5,555,569	\$1,451,483	\$510,000	\$1,961,483	\$1,961,483	\$0
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TAXES	1,788,483
AID FROM OTHER AGENCIES	133,000
OTHER REVENUE	40,000
TOTAL	\$1,961,483
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
COUNTY LIBRARIAN	1
LIBRARIAN	10
LIBRARY ASSISTANT	35
LIBRARY PAGE	17
ASSORTED PERSONNEL	13
TOTAL	76
	=====

COUNTY MUSEUM

The County museum administers all artifact activities at the main facility and seven regional sites around the county, one of which is in the new county area in Daggett. The Daggett facility, however, is currently not operational, and its only costs are for a part-time caretaker and a modest allocation of administrative overhead.

For purposes of this report, no future policy actions of the new county board of supervisors are anticipated, no costs beyond the existing amounts are forecast for the new county museum program.

EXHIBIT 40--SUMMARY OF PROJECTED COSTS AND REVENUES
MOJAVE COUNTY FORMATION REVIEW COMMISSION
DEPT: COUNTY MUSEUM
FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	667,060	2,020	(2,020)		Revenue	
SERVICES AND SUPPLIES	267,221		2,020	2,020	Details	
OTHER CHARGES					Are	
FIXED ASSETS	23,125				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$957,406	\$2,020	\$0	\$2,020	\$0	\$2,020

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
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FACILITIES MANAGEMENT

This department is responsible for the management of the county communication system, building and grounds maintenance, and custodial services. In addition, the department manages both the Home Repair and Energy Resources Development programs, and is responsible for all aspects of the county's Capital Improvement Program. Finally, it manages the Rents and Utilities budget, which has been consolidated with the Facilities Management department in the analysis which is summarized in Exhibit 41.

EXHIBIT 41--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: FACILITIES MANAGEMENT
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	7,663,608	311,105	120,000	431,105	Revenue	
SERVICES AND SUPPLIES	25,774,159	1,619,010		1,619,010	Details	
OTHER CHARGES	577				Are	
FIXED ASSETS	63,445				Shown	
TRANSFERS & REIMBURSEMENTS	(7,133,116)	(378,266)			Below	
TOTAL	\$26,368,673	\$1,551,849	\$120,000	\$1,671,849	\$31,100	\$1,640,749
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	31,100
TOTAL	\$31,100
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
ASSORTED PERSONNEL	14
TOTAL	15
	=====

GENERAL SERVICES AGENCY ADMINISTRATION

For purposes of this report, the existing agency structure of San Bernardino County is not carried over to the much smaller new county. To the extent deemed appropriate, staff functions of the Agency Administrator have been distributed to line departments.

EXHIBIT 42--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: GENERAL SERVICES ADMINISTRATION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	205,849				Revenue	
SERVICES AND SUPPLIES	29,119				Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS	(15,000)				Below	
TOTAL	\$219,968	\$0	\$0	\$0	\$0	\$0
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

PURCHASING

The Purchasing Department manages the acquisition of equipment, services and supplies used by county departments and Board-governed districts, and is responsible for the disposal of surplus property through sale or auction. In addition, the Purchasing department manages several internal service funds, among them Mail and Courier Services, Printing Services, Records Management, and Central Stores.

The department operates numerous "quick copy" centers in county buildings throughout the county, but staffs its services only in its facilities in San Bernardino.

In the department's procurement program, only modest workload affects are foreseen because of the nature of buying activities, which are fundamentally the same irrespective of the size of the order. For this program, the present cost apportionment to the new county area is thought to be no more than 10%. As a result, staffing and expenditure forecasts for the new county have been developed without particular regard to the present fractional personnel commitments being expended on the new county area. The other functional divisions of the department -- Central Stores, Records Management, Printing Services and Mail Services -- all have better quantifiable workload allocations, but they are all treated as Internal Service Funds and do not exert a direct fiscal impact by themselves, and therefore do not need to be projected for the new county.

EXHIBIT 43--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: PURCHASING
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	472,651	47,265	137,000	184,265	Revenue	
SERVICES AND SUPPLIES	65,873	6,587	20,000	26,587	Details	
OTHER CHARGES	1,089				Are	
FIXED ASSETS	8,411				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$548,024	\$53,852	\$157,000	\$210,852	\$10,000	\$200,852

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
CHARGES FOR CURRENT SERVICES	1,200
OTHER REVENUE	8,800
TOTAL	\$10,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
ASSORTED PERSONNEL	4
TOTAL	5

REGISTRAR OF VOTERS

The Registrar of Voters is responsible for conducting elections under various district, city, county, state and federal laws, and for generally maintaining the integrity of the election process in the county. The Registrar's office carries out its responsibility by registering residents to vote, setting and staffing election precincts, maintaining voter records and counting ballots and reporting official results of elections.

The Registrar of Voters operates on essentially a two-year election cycle. Alternating years are either "high activity", generally conforming to presidential election years, or "low activity" years. For purposes of this report, a hypothetical, but conservative, condition was assumed which was somewhat less than the maximum experienced in high activity years, but considerably more than would be the norm for low activity years.

Expenditure and revenue projections for the new county were generally based on the present split of registered voters -- 81,800 in the proposed Mojave County and 481,200 remaining in San Bernardino County. Exhibit 44 on the following page summarizes those projections, along with a possible departmental staffing configuration.

EXHIBIT 44--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: REGISTRAR OF VOTERS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	847,903	82,162	184,000	266,162	Revenue	
SERVICES AND SUPPLIES	1,374,274	164,761	70,000	234,761	Details	
OTHER CHARGES	20,510				Are	
FIXED ASSETS	57,570				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$2,300,257	\$246,923	\$254,000	\$500,923	\$110,000	\$390,923

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	40,000
CHARGES FOR CURRENT SERVICES	70,000
TOTAL	\$110,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
REGISTRAR OF VOTERS	1
ASSORTED PERSONNEL	9
TOTAL	10

WEIGHTS AND MEASURES

The department enforces weights and measures provisions of state law, including: 1) inspecting and sealing all commercial weighing and measuring devices in the county; 2) conducting quantity control examinations of packaged commodities; 3) monitoring petroleum advertising and price sign activities; 4) inspecting weighmaster activities and records; 5) quality testing of petroleum products; 6) reviewing and making recommendations concerning new cable television license and license transfer applications.

The department's Consumer Affairs division provides assistance to consumers and businesses in mediating a variety of consumer complaints.

Expenditure and staffing projections were based on prorations of inspection hours and travel time (for weights and measures activities), and on actual complaints logged by the Consumer Affairs division. The department presently operates from its San Bernardino headquarters and two field offices, one of which is located in Barstow, and staffed by a full-time Inspector. Additional inspection and clerical support for the new county area from the San Bernardino office account for another full-time equivalent position in the device inspection and compliance activities. At 14% of actual logged complaints filed with the Consumer Affairs division directed at new county businesses, only fractional amounts of the current staff time are directed at the new county area. Consumer Affairs is an ideal place to make use of volunteer assistance, and the department currently does that. The staffing assumption underlying the forecasts for new county operations is that the use of volunteers would continue to be encouraged.

Program revenues are derived principally from device registration fees and payment for quantity control activities at area commodity packers under

agreement with the State of California.

Exhibit 45 which follows on the next page summarizes these revenue, expenditure and staffing conclusions.

EXHIBIT 45--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: WEIGHTS AND MEASURES
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAM BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	562,031	62,736	217,300	280,036	Revenue	
SERVICES AND SUPPLIES	139,194	16,285	32,700	48,985	Details	
OTHER CHARGES					Are	
FIXED ASSETS	3,000				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$704,225	\$79,021	\$250,000	\$329,021	\$22,500	\$306,521
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	1,700
CHARGES FOR CURRENT SERVICES	20,800
TOTAL	\$22,500

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
INSPECTOR	3
CONSUMER AFFAIRS COORDINATOR	1
CLERICAL	3
TOTAL	8

HEALTH CARE SERVICES GROUP

The County departments and programs comprising the existing Health Care Services Group are:

- . California Children Services
- . Emergency Medical Care
- . Health Care Costs
- . Mental Health
- . Public Health
- . County Medical Center
- . County Medical Services Plan

Exhibit 46 on the following page summarizes the expenditures and revenues associated with the Health Care Services Group. Following the aggregate summary, each department and program is individually summarized as to expenditures, revenues, and possible staffing configurations.

Throughout this report, the current agency approach is not being carried into the new county structure, as is common in counties the size of the proposed Mojave County. Although it makes virtually no fiscal difference in this particular group of programs, the forecasting assumption in the Health Care Services Group is that the Public Health and Mental Health programs would be organizationally a part of a consolidated Community Health Department, and not separate departments as at present.

EXHIBIT 46--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: HEALTH CARE SERVICES GROUP

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAM BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	64,794,128	2,217,076	75,000	2,292,076	Revenue	
SERVICES AND SUPPLIES	81,713,935	3,363,076	(2,578,000)	785,076	Details	
OTHER CHARGES	1,263,544	16,099		16,099	Are	
FIXED ASSETS	1,610,413	8,755		8,755	Shown	
TRANSFERS & REIMBURSEMENTS	369,421	(107,606)		(107,606)	Below	
PROGRAM ADJUSTMENTS		7,244,967	(2,908,000)	4,336,967		
TOTAL	\$149,751,441	\$12,742,367	(\$5,411,000)	\$7,331,367	\$5,218,000	\$2,113,367
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	213,000
AID FROM OTHER AGENCIES	4,346,000
CHARGES FOR CURRENT SERVICES	659,000
TOTAL	\$5,218,000
	=====

DEPARTMENTS INCLUDED

 CALIFORNIA CHILDREN'S SERVICES
 EMERGENCY MEDICAL SERVICES COSTS
 HEALTH CARE COSTS
 MENTAL HEALTH
 PUBLIC HEALTH
 COUNTY MEDICAL CENTER
 COUNTY MEDICAL SERVICES PLAN

POSSIBLE STAFFING COUNT

123

Note: The entry labeled "Program Adjustments" in the table above represents health services costs which have not been segregated into budget line items. The full costs of these programs have been taken into account, however, in computing total costs for health services.

CALIFORNIA CHILDREN'S SERVICES

California Children's Services is a state program that provides case management, diagnosis and treatment services to children with handicaps or potential handicaps. The County is required to allocate the equivalent of a 1¢ property tax to the program, which the state matches on a 3:1 ratio.

The current program is largely operated in San Bernardino, although 5 Therapist staff are assigned in Hesperia. The expenditure and revenue projections for the new county are based on the minimum statutory requirements, as are San Bernardino's at present. Staffing estimates are related to the present assigned staff and minimum additional support personnel.

EXHIBIT 47--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: CALIFORNIA CHILDREN'S SERVICES
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	1,604,114				Revenue	
SERVICES AND SUPPLIES	1,869,943				Details	
OTHER CHARGES					Are	
FIXED ASSETS	12,000				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$3,486,057	\$840,000	\$0	\$840,000	\$641,000	\$199,000
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	641,000
TOTAL	\$641,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ASSORTED PERSONNEL	8

EMERGENCY MEDICAL CARE

Emergency Medical Care is a program for those ambulance contractors who transport indigents to the San Bernardino County Medical Center, or the closest hospital, under certain life threatening situations.

Expenditure and revenue projections result from actual transport statistics involving persons with residency in the new county area.

EXHIBIT 48--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: EMERGENCY MEDICAL CARE COSTS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS					Revenue	
SERVICES AND SUPPLIES	563,477	65,100		65,100	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$563,477	\$65,100	\$0	\$65,100	\$0	\$65,100
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

HEALTH CARE COSTS

This program funds the unreimbursed cost of supporting the County Medical Center. Because the new county has no county-owned in-patient facilities, and because it has options for treating medically indigent adults that San Bernardino County lacks, it will likely have a very different experience with health care costs than is presently the case with San Bernardino County. (See also the discussion of the County Medical Center beginning on page 147 for a more detailed analysis of the program.)

It is estimated that there will be no unreimbursed costs for the new county program, and Exhibit 49 on the next page reflects that difference in the forecast for the new county.

EXHIBIT 49--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: HEALTH CARE COSTS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS					Revenue	
SERVICES AND SUPPLIES	8,030,705	508,000	(508,000)		Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$8,030,705	\$508,000	(\$508,000)	\$0	\$0	\$0
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

MENTAL HEALTH

The Mental Health Department provides care to county residents who are unable to afford private mental health care, or who are not in close proximity to private services. In addition to traditional mental health counseling and therapy services, the department provides treatment for alcohol and drug patients.

The majority of mental health services in the new county area are provided not through direct county staff, but via community-based providers under contract to the county. Contract agencies are currently located in Barstow, Needles, Trona and Victorville.

The apportionment of current departmental program costs attributable to the new county area have been determined by a combination of actual patient-days (in the case of in-patient services) and the share which those patient-days represent of total patient-days (for indirect costs).

Departmental costs for the new county have been projected on an overall program basis, not by the budget objects used elsewhere in this report. This was done for reasons of greater accuracy. Staffing for the new county was estimated from the consultant's knowledge and experience with county mental health programs.

Revenues from the program come predominantly in the form of intergovernmental subventions, and a smaller amount from patient fees and patient insurance payments. Under the state legislation which created the local mental health services system in 1967 as a replacement for state hospitals, counties pay approximately 10% of program costs after deducting for third-party (patient and insurance) revenues, and the state pays the remaining 90% of those net costs.

EXHIBIT 50--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: MENTAL HEALTH
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	15,657,214				Revenue	
SERVICES AND SUPPLIES	15,880,614				Details	
OTHER CHARGES	1,178,544				Are	
FIXED ASSETS	792,958				Shown	
TRANSFERS & REIMBURSEMENTS	933,021				Below	
TOTAL	\$34,442,351	\$1,946,967	\$200,000	\$2,146,967	\$1,975,000	\$171,967
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	1,546,000
CHARGES FOR CURRENT SERVICES	429,000
TOTAL	\$1,975,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR OF MENTAL HEALTH	1
ADMIN SERVICES OFFICER	1
CHIEF OF DRUG/ALCOHOL PROGRAMS	1
ASSORTED PERSONNEL	24
TOTAL	27
	=====

PUBLIC HEALTH

The Public Health Department is responsible for the protection and promotion of the health of the county's population. The department provides a variety of services, most of which are mandated by the state, in three broad categories of public health: 1) disease control; 2) personal health; 3) support services.

The department's Animal Care and Control program is its largest budget program, and is often found outside health departments. For purposes of this report, its costs and revenues continue to be shown as a part of the Public Health Department.

Expenditure and revenue estimates for the new county have been made by applying caseload percentages in each of the department's twenty-two programs to the current staffing of those programs, and allocating the resulting positions to the new county program. Of the approximately 74 positions derived in that manner, 37 are presently assigned to five field offices in the new county area. These facilities are in Barstow, Hesperia, Needles, Trona and Victorville. The largest number of positions (22) is assigned to the Animal Care and Control program, although Health Education, Family Planning, and Nutrition programs also have sizable staff commitments to the new county area.

Among departmentally-generated revenues, animal licenses, state subventions and patient/user fees are significant sources of program income, and have been forecast on the basis of proportionate caseload (except in animal control, where license registrations were used).

EXHIBIT 51--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: PUBLIC HEALTH
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	11,617,400	2,217,076	75,000	2,292,076	Revenue	
SERVICES AND SUPPLIES	3,616,507	689,976	30,000	719,976	Details	
OTHER CHARGES	85,000	16,099			Are	
FIXED ASSETS	46,100	8,755		8,755	Shown	
TRANSFERS & REIMBURSEMENTS	(563,600)	(107,606)		(107,606)	Below	
TOTAL	\$14,801,407	\$2,824,300	\$105,000	\$2,929,300	\$1,252,000	\$1,677,300
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES AND PERMITS	213,000
AID FROM OTHER AGENCIES	809,000
CHARGES FOR CURRENT SERVICES	230,000
TOTAL	\$1,252,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
COMMUNITY HEALTH DIR/MED OFFCR	1
ASSORTED PERSONNEL	73
TOTAL	74

COUNTY MEDICAL CENTER

The County Medical Center provides inpatient and outpatient medical care to county residents in accordance with state law. It carries out its programs through the Medical Center in San Bernardino, and clinics in the principal urban areas of the county. None of these clinics is located in the area of the new county, but private health care providers in the new county area give service under contract with San Bernardino County. Primary care is available to medically-needy indigent persons from physicians in Barstow, Hesperia and Needles, and emergency care is offered through Barstow Community Hospital, St. Mary's Hospital and Victor Valley Hospital, also under County contract.

The Medical Center receives revenues from three primary sources:

- . State subventions and reimbursements
 - The largest of these is under the Medically Indigent Services Program (MISP)
 - State subvention under the public health financing provisions of the AB 8 (1979) state funding shift
 - Reimbursement for Medi-Cal patients.
- . Payments from patients with means
- . Payments from insurance carriers

The current San Bernardino County program meets all but about 12% (\$8 million) of its operating expenses from reimbursable sources, and the county subsidizes the balance. That residual is largely traced to the state refusal to reimburse the county for providing care to Medi-Cal patients.

A significant share of the cost of the CMC is on behalf of the medically indigent adult (MIA) population. However, as a county under 300,000 population, the new county would be treated differently than the existing county is in respect of MIA services.

The new county would have a statutory option to contract with the state for administering its MIA program, under which it would not be at risk for overruns in the MIA program, as San Bernardino now is (to the extent of approximately \$5 million); the state would be obligated to pay all eligible costs for this group of patients. In such an arrangement, the new county would still need a staff unit to determine MIA eligibility. Exhibit 52 shows the budgetary requirements of that staff function, which would be an organizational part of the Department of Public Social Services.

The balance of the new county's responsibility as the health care provider of last resort can also be met by contracting with area hospitals and clinics. Medi-Cal would pay those hospitals and clinics directly for eligible care, leaving non-MIA, non-Medi-Cal patients to be covered according to the terms of the contracts which the new county is able to negotiate with the health care providers.

LEGISLATIVE ISSUE--A significant portion of state subvention to the County Medical Center (and, if formed, to the new county program) comes pursuant to AB 8. CMC also relies heavily on its MISP allocation, which the new county could avoid at its option. It will be necessary to seek a legislative solution to the funding of a new county share of the statewide AB 8 funding pool, and for a reallocation of the MISP subvention.

EXHIBIT 52--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: COUNTY MEDICAL CENTER
 FUND: ENTERPRISE

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	35,915,400				Revenue	
SERVICES AND SUPPLIES	29,010,100				Details	
OTHER CHARGES					Are	
FIXED ASSETS	759,355				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$65,684,855	\$4,458,000	(\$3,108,000)	\$1,350,000	\$1,350,000	\$0
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	1,350,000
TOTAL	\$1,350,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
CHIEF-MEDICALLY NEEDY SERVICES	1
ELIGIBILITY SUPERVISOR	2
ELIGIBILITY WORKER	8
ASSORTED PERSONNEL	3
TOTAL	14
	=====

COUNTY MEDICAL SERVICES PLAN

The County Medical Services Plan provides for the budgetary impacts associated with responsibility for the medically indigent population. Under the current program, San Bernardino County is responsible for any costs in excess of state reimbursements under the Medically Indigent Adult (MIA) program. As a county with a population under 300,000, the new county has an option for the delivery of MIA services which the larger San Bernardino County lacks. Provided it elects the option to contract back with the state for MIA administration, the new county would be shielded from unforeseen program costs, and its share of the present MIA patient costs would be retained by the state.

Exhibit 53 on the following page shows the "transfer" of the new county's estimated share of cost back to the state. The new county would have certain administrative responsibility in the program even if it were to contract with the state. That responsibility would be in the area of eligibility determination, and provision has been made for those costs and state reimbursements in the County Medical Center analysis summarized on the preceding page in Exhibit 52.

EXHIBIT 53--SUMMARY OF PROJECTED COSTS AND REVENUES
MOJAVE COUNTY FORMATION REVIEW COMMISSION
DEPT: COUNTY MEDICAL SERVICES PLAN
FUND: SPECIAL REVENUE

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS					Revenue	
SERVICES AND SUPPLIES	22,742,589	2,100,000	(2,100,000)		Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$22,742,589	\$2,100,000	(\$2,100,000)	\$0	\$0	\$0

	PROPOSED
DEPARTMENTAL REVENUES	MOJAVE

TOTAL	\$0
	=====

POSSIBLE	PROPOSED
DEPT'L STAFFING	MOJAVE

HUMAN RESOURCES AGENCY

The County departments and programs comprising the existing Human Resources Agency are:

- . Aid To Indigents
- . Department of Public Social Services Administration
- . DPSS Subsistence Payments
- . Human Resources Agency Administration
- . Veterans Affairs
- . Office On Aging

Exhibit 54 on the following page summarizes the expenditures and revenues associated with the Human Resources Agency. Following the summary of the agency programs, each department and program is individually summarized as to expenditures, revenues, and possible staffing configurations.

For purposes of this report, the first three entries listed above have been grouped together as a Public Social Services summary (Exhibit 55).

The Office on Aging is a state program which San Bernardino County has elected to support with county contributions. The new county would automatically be placed into an Area Agency on Aging for purposes of receiving these state services. It could petition to become its own Area Agency if it wished to, but it could also remain as part of the present program by the state's creation of a bi-county (San Bernardino-Mojave) Area Agency on Aging. Accordingly, no expenditure nor revenue projections have been included for this program in this report.

For purposes of this report, the current agency structure has not been carried forward to the much smaller new county. The reporting relationship in the

new county should be manageable directly from the department heads through the County Administrative Officer. As a result, the current costs of the Human Resources Agency Administration are incorporated within the departments to the extent believed necessary.

EXHIBIT 54--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: HUMAN RESOURCES AGENCY

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	38,662,042	6,566,787	390,000	6,956,787	Revenue	
SERVICES AND SUPPLIES	11,904,457	2,027,454	105,000	2,132,454	Details	
OTHER CHARGES	265,765,727	41,848,611		(a)	Are	
FIXED ASSETS	144,553	24,100		24,100	Shown	
TRANSFERS & REIMBURSEMENTS	1,011,733				Below	
TOTAL	\$317,488,512	\$50,466,952	\$495,000	\$50,961,952	\$46,568,900	\$4,393,052
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	46,488,900
CHARGES FOR CURRENT SERVICES	80,000
TOTAL	\$46,568,900
	=====

DEPARTMENTS INCLUDED

 DEPARTMENT OF PUBLIC SOCIAL SERVICES
 VETERANS AFFAIRS

POSSIBLE STAFFING COUNT

253

PUBLIC SOCIAL SERVICES

The Department of Public Social Services is established to provide public assistance to needy residents of the county, as well as emergency services for visitors and transients. In fulfilling its obligation, the Department provides income maintenance and social services under mandatory state and federal regulations. It is the largest program in the county, accounting for the single largest portion of the budget appropriations and revenues.

In most social service programs, the county, state and federal governments jointly provide funding, each program receiving a precisely-determined rate of reimbursement or subvention from the three levels of government. On average, the county's share of administrative costs is 20%, and its aggregate share of the various aid programs is approximately 5%.

The Department of Public Social Services operates from eleven sites throughout the county, two of which -- Barstow and Victorville -- are in the new county area. Expenditures and revenues for administration costs have been based on the present staffing of the two offices in the new county area, plus a pro-rata share of the central administrative and support costs incurred in San Bernardino, using the caseloads of those two offices as a percentage of total county-wide caseloads. To those costs, were added 7 positions to complete the executive management and secretarial support structure of the new county department.

Expenditures and revenues associated with aid payments were allocated on the basis of actual caseload data as of August, 1987, and projected for the new county by applying a 3% caseload growth for the balance of the current fiscal year.

One new program has not been carried forward, but it has no foreseeable fiscal impact on either San Bernardino County or on the new county. GAIN -- Greater Avenues to Independence -- is a new "workfare" program aimed at Aid to Families with Dependent Children (AFDC) recipients, which is to be implemented in January, 1988, and run through December, 1989. Victorville is presently scheduled to start the program in May, 1988, and Barstow in late 1989. By applying the new county's share of the current AFDC caseload (15%), it may be estimated that the new county budget for such a program would be approximately \$6,000,000. Because the GAIN program is fully reimbursable from the state, no local fiscal impact is foreseen.

EXHIBIT 55--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: PUBLIC SOCIAL SERVICES
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	38,126,685	6,481,528	325,000	6,806,528	Revenue	
SERVICES AND SUPPLIES	11,855,873	2,015,498	100,000	2,115,498	Details	
OTHER CHARGES	265,765,459	41,848,611		41,848,611	Are	
FIXED ASSETS	142,972	24,100		24,100	Shown	
TRANSFERS & REIMBURSEMENTS	1,011,733			0	Below	
TOTAL	\$316,902,722	\$50,369,737	\$425,000	\$50,794,737	\$46,555,900	\$4,238,837
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	46,475,900
CHARGES FOR CURRENT SERVICES	80,000
TOTAL	\$46,555,900

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
ASSOCIATE DIRECTOR	3
WELFARE SERVICES SUPERVISOR	7
SOCIAL SERVICE WORKER	47
ELIGIBILITY WORKER SUPERVISOR	11
ELIGIBILITY WORKER	84
ASSORTED PERSONNEL	95
TOTAL	248

VETERANS AFFAIRS

The Veterans Affairs Department provides assistance to United States veterans and their surviving dependents in filing and pursuing claims for such benefits as they may be entitled to under state and federal programs.

The Veterans Affairs Department is operated from two permanent field offices in the new county area -- Barstow and Victorville -- and by regular office hours one day each week in Needles. The current staffing assigned to the two field offices forms the basis of the expenditure forecasts for the new county, to which has been added a caseload-based pro-ratio of support costs and a new department director and secretary position.

Revenue to this program comes from reimbursement from the state based on both administrative costs and caseload units.

EXHIBIT 56--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: VETERANS AFFAIRS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	535,357	85,259	65,000	150,259	Revenue	
SERVICES AND SUPPLIES	48,584	11,956	5,000	16,956	Details	
OTHER CHARGES	268				Are	
FIXED ASSETS	1,581				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$585,790	\$97,215	\$70,000	\$167,215	\$13,000	\$154,215
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	13,000
TOTAL	\$13,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DIRECTOR	1
VETS SERVICE REPRESENTATIVE	2
CLERK/SECRETARY	2
TOTAL	5
	=====

LAW AND JUSTICE GROUP

The County departments and programs comprising the Law And Justice Group are:

- . District Attorney
- . District Attorney-Child Support
- . Forestry/Fire Warden
- . Grand Jury
- . Judicial Districts
- . Marshal
- . Municipal Court
- . Office of Public Safety
- . Probation
- . Public Administrator/Public Guardian/Conservator/Coroner
- . Public Defender
- . Sheriff
- . Superior Court/County Clerk

Exhibit 57 on the following page summarizes expenditures and revenues associated with the Law and Justice Group programs on a departmental basis. In all cases, the expenditure forecasts for new county departments and programs began by estimating apportionments of costs presently incurred by San Bernardino County in the area of the proposed new county. Then, such new costs as were deemed necessary to complete the departments, such as the addition of department directors and other executive staff, were added to arrive at the forecasts which follow.

EXHIBIT 57--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: LAW AND JUSTICE

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	119,427,331	20,445,902	384,001	20,829,903	Revenue	
SERVICES AND SUPPLIES	30,600,669	4,501,892	2,060,801	6,562,693	Details	
OTHER CHARGES	2,256,238	(a)		(a)	Are	
FIXED ASSETS	3,151,718	386,989		386,989	Shown	
TRANSFERS & REIMBURSEMENTS	(1,300,278)	(71,315)		(71,315)	Below	
TOTAL	\$154,135,678	\$25,263,468	\$2,444,802	\$27,708,270	\$5,514,800	\$22,193,470
	=====	=====	=====	=====	=====	=====

PROPOSED
 MOJAVE

DEPARTMENTAL REVENUES	
LICENSES, PERMITS	10,600
FINES, FORFEITS & PENALTIES	860,300
REVENUE FROM USE OF MONEY	11,350
AID FROM OTHER AGENCIES	1,733,950
CHARGES FOR CURRENT SERVICES	2,870,600
OTHER REVENUE	28,000
TOTAL	\$5,514,800
	=====

DEPARTMENTS INCLUDED

DISTRICT ATTORNEY
 DA-CHILD SUPPORT DIVISION
 FORESTRY/FIRE WARDEN
 GRAND JURY
 JUDICIAL DISTRICTS
 MARSHAL
 MUNICIPAL COURT
 PROBATION
 PUBLIC ADM/PUBLIC GUARDIAN/CONSERVATOR/CORONER
 PUBLIC DEFENDER
 SHERIFF
 SUPERIOR COURT/COUNTY CLERK

POSSIBLE STAFFING COUNT 502

DISTRICT ATTORNEY

The District Attorney is the public prosecutor, charged with prosecuting crimes committed within the County. He also assists local law enforcement agencies by providing legal assistance, and advises the County Grand Jury.

The District Attorney's current operations within the area of the new county are conducted from field offices in Barstow and Victorville.

In addition to the direct costs of the assigned staff in those two offices, an apportionment of central support costs has been added, based upon a population split of 17:83, together with the executive structure consisting of the District Attorney and Assistant District Attorney. The balance of the staffing is shown in Exhibit 58.

EXHIBIT 58--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: DISTRICT ATTORNEY
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT S BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	9,286,401	1,383,313	350,000	1,733,313	Revenue	
SERVICES AND SUPPLIES	1,263,354	202,137	20,000	222,137	Details	
OTHER CHARGES	73,404	0		(a)	Are	
FIXED ASSETS	245,033	35,000		35,000	Shown	
TRANSFERS & REIMBURSEMENTS	(332,015)	0		0	Below	
TOTAL	\$10,536,177	\$1,620,450	\$370,000	\$1,990,450	\$90,000	\$1,900,450
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	90,000
TOTAL	\$90,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
DISTRICT ATTORNEY	1
ASSISTANT DISTRICT ATTORNEY	1
SUPERVISING DISTRICT ATTORNEY	1
DEPUTY DISTRICT ATTORNEY	17
ASSORTED PERSONNEL	17
TOTAL	37

DISTRICT ATTORNEY-CHILD SUPPORT DIVISION

The District Attorney's Child Support unit is established pursuant to federal law, to require responsible parents to provide for the support of their minor children. Investigations and court actions are pursued to locate absent parents, establish paternity, enforce court orders and establish pay schedules.

Unlike the prosecutorial activities of the District Attorney, the Child Support program is operated from San Bernardino and not from field offices in the new county area. Because the management of the program advised that caseload information in the program is not maintained by residency, population was used as a proxy for clients. Based on the estimated population split of 17:83, staffing for the new county was determined in such a way as to conform most nearly with the current organization, adding only a Chief of Child Support to manage the new county program. Nevertheless, the new county program would have a staff of 26, versus an estimated 23 equivalent staff currently handling the area of the new county. As elsewhere, the staffing shown more fully in Exhibit 59 is only intended as a guide.

Because of financial incentives built into the state and federal laws dealing with child support enforcement activities, the new county program is projected to bring in a revenue surplus. That is true of the present San Bernardino program as well, and is probably the case in most California counties.

Exhibit 59 which follows on the next page, gives program expenditure and revenue projections for the new county.

EXHIBIT 59--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: DISTRICT ATTORNEY-CHILD SUPPORT DIVISION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	3,749,183	599,869	117,000	716,869	Revenue	
SERVICES AND SUPPLIES	1,597,263	89,881	10,000	99,881	Details	
OTHER CHARGES	22,821			(a)	Are	
FIXED ASSETS	108,311				Shown	
TRANSFERS & REIMBURSEMENTS	110,375				Below	
TOTAL	\$5,587,953	\$689,750	\$127,000	\$816,750	\$1,014,000	(\$197,250)
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	1,014,000
TOTAL	\$1,014,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
CHIEF OF CHILD SUPPORT	1
SUPERV CHILD SUPPORT OFFICER	1
CHILD SUPPORT OFFICER	8
DEPUTY DISTRICT ATTORNEY	1
INVESTIGATOR	2
ASSORTED PERSONNEL	13
TOTAL	26
	=====

FORESTRY/FIRE WARDEN

The California Department of Forestry, the County of San Bernardino and County Service Area 38, have joined together to form an integrated fire protection system in the unincorporated areas of the county which are not served by fire districts.

The County General Fund portion of the program funds a part of the administration, support services, and the reimbursement of state costs in keeping three stations in the new county area open during the winter months when the state would normally close its stations. The three stations are located in Hesperia, Lucerne Valley and Phelan. The majority of program costs are supported by County Service Area (CSA) 38, a county-wide district for fire service. The costs of that district are matched by revenues it receives from contracts with both local zones of CSA 38 and independent districts around the county.

The forecast of costs shown in Exhibit 60 which follows on the next page, is based on departmental estimates of the present cost to provide service to the new county area.

EXHIBIT 60--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: FORESTRY/FIRE WARDEN
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	69,263				Revenue	
SERVICES AND SUPPLIES	1,169,990	243,454		243,454	Details	
OTHER CHARGES					Are	
FIXED ASSETS	214,400				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$1,453,653	\$243,454	\$0	\$243,454	\$0	\$243,454
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
	0
TOTAL	\$0
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
ASSORTED PERSONNEL	2

GRAND JURY

The Grand Jury is responsible for investigating county government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney. The Grand Jury serves a one year term, and it is appointed annually by the Superior Court.

The majority of the Grand Jury's costs are incurred in the payment of juror's fees and preparation of its independent audit of the County government's operation. These functions would not change at all by the formation of the new county, and its costs would not likely be reduced. The new county Grand Jury, however, would assume the same responsibilities in the new county, leading to essentially similar kinds of costs, but at lower levels. The new county expenditure and revenue forecasts are contained in Exhibit 61 which follows on the next page.

EXHIBIT 61--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: GRAND JURY
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	33,164				Revenue	
SERVICES AND SUPPLIES	203,236		70,000	70,000	Details	
OTHER CHARGES					Are	
FIXED ASSETS					Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$236,400	\$0	\$70,000	\$70,000	\$0	\$70,000
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TOTAL	\$0
	=====

JUSTICE COURTS

Justice Courts are the first tier in the County court system, serving communities of less than 40,000 population, with jurisdiction over traffic and parking offenses, felony preliminary hearings, misdemeanor cases, small claims and civil cases involving maximum damages of \$25,000.

San Bernardino County currently has four judicial districts, two of which -- Needles and Trona -- are in the area of the new county. Exhibit 62 analyzes the expenditures and revenues associated with those two courts, and offers a possible staffing configuration for the new county courts program.

Both revenues and expenditures are largely taken directly from the operating experience of the Needles and Trona courts, with the cost of central support services allocated on the basis of the proportionate shares of caseload which these two courts represent of the total present activity. In addition to that allocation, one staff position (1 FTE) at the level of Chief Clerk, or similar classification, has been added in lieu of the current management structure for the existing courts program. The precise staffing is left to the new county to decide, but the salary costs are forecast using the general staffing given in Exhibit 62.

EXHIBIT 62--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: JUSTICE COURTS
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	880,485	282,636	40,000	322,636	Revenue	
SERVICES AND SUPPLIES	195,056	67,294	5,000	72,294	Details	
OTHER CHARGES	450				Are	
FIXED ASSETS	2,300				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$1,078,291	\$349,930	\$45,000	\$394,930	\$105,000	\$289,930
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
FINES, FORFEITS & PENALTIES	78,000
CHARGES FOR CURRENT SERVICES	27,000
TOTAL	\$105,000

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
JUDGE	2
CONSTABLE	2
DEPUTY CONSTABLE	2
CHIEF CLERK	1
COURT SUPERVISOR	1
CLERK	6
TOTAL	14

MARSHAL

The Marshal provides bailiff, court security and custody services to the Municipal Court, and serves civil and criminal processes. The Marshal currently maintains offices in Barstow and Victorville, in support of the Municipal Court divisions in those cities. Expenditures incurred in those offices, together with an allocation of central support costs based upon workload (approximately 20%), are the basis for the cost forecast. To those costs were added four positions (4 FTE) in lieu of portions (seven positions comprising 4.75 FTE) of the present command structure and support staff in San Bernardino.

Revenue forecasts are taken directly from records of court and Marshal activities over the past year, but only of those revenues attributable to the County General Fund.

Exhibit 63 documents the expenditure and revenue forecasts for the new county, and lists the staffing configuration on which salary costs are projected. Alternative staffing arrangements are possible.

EXHIBIT 63--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: MARSHAL
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	4,873,906	1,125,910	17,814	1,143,724	Revenue	
SERVICES AND SUPPLIES	560,591	142,645	10,000	152,645	Details	
OTHER CHARGES	7,622				Are	
FIXED ASSETS	43,280	9,071		9,071	Shown	
TRANSFERS & REIMBURSEMENTS	75,000				Below	
TOTAL	\$5,560,399	\$1,277,626	\$27,814	\$1,305,440	\$360,550	\$944,890
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
FINES, FORFEITS & PENALTIES	240,000
AID FROM OTHER AGENCIES	550
CHARGES FOR CURRENT SERVICES	120,000
TOTAL	\$360,550
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
MARSHAL	1
CAPTAIN	1
LIEUTENANT	2
SERGEANT	2
DEPUTY MARSHAL	10
ASSORTED PERSONNEL	9
TOTAL	25
	=====

MUNICIPAL COURT

The Municipal Court is the second tier in the county court system, and has jurisdiction in felony preliminary hearings, traffic and parking offenses, and civil cases involving up to \$25,000 in damages.

The Municipal Court is organized into eight geographic divisions, two of which -- Barstow and Victorville -- are in the area of the new county. Each of these court divisions has two judges at present, and an array of court support staff totaling 35 additional personnel are assigned between the two courts. Central court administrative support from San Bernardino account for another 1.6 full-time equivalents (8 individuals) on the 20% proportionate basis which caseload activity in the new county area represents of the total court activity. In lieu of those 1.6 FTEs, an administrative and central support structure consisting of a new Municipal Court Administrator and two clerical/technical staff were added. The full staff configuration on which salary projections for the new county are based is shown along with forecast expenditures and revenues in Exhibit 64 on the following page.

Revenue forecasts are taken largely from the present income history of the Barstow and Victorville court divisions.

EXHIBIT 64--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: MUNICIPAL COURT
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	7,139,643	1,183,351	65,000	1,248,351	Revenue	
SERVICES AND SUPPLIES	3,656,068	722,087	40,000	762,087	Details	
OTHER CHARGES	287				Are	
FIXED ASSETS	13,428	3,000		3,000	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$10,809,426	\$1,908,438	\$105,000	\$2,013,438	\$451,500	\$1,561,938
	*****	*****	*****	*****	*****	*****

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
FINES, FORFEITS & PENALTIES	124,000
INTEREST	11,000
CHARGES FOR CURRENT SERVICES	300,000
OTHER CHARGES	16,500
TOTAL	\$451,500

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
MUNICIPAL COURT ADMINISTRATOR	1
MUNI COURT DIVISION MANAGER	2
MUNI COURT DIVISION SUPV	2
JUDGE	4
ASSORTED PERSONNEL	33
TOTAL	42

PROBATION

The Probation Department operates adult and juvenile court-related services in the areas of investigation and supervision. The department supervises persons who merit probation, and it provides accounting, collections, and probation consulting services. The department is also responsible for the operations of the County's juvenile institutions, which offer custody, counseling medical care and guidance to delinquent and custodial children in a variety of short- and medium-term programs.

The department carries out its various adult and juvenile programs through numerous facilities. None of the treatment or security facilities is in the new county area, although the department does operate field offices in Barstow and Victorville. Departmental costs were apportioned to the new county on a caseload basis in each of eighteen adult and juvenile programs and categories of administration. Staffing was estimated beginning with the 38 personnel assigned in the Barstow and Victorville field offices, to which were added fractional equivalents of central support and juvenile facility staffs determined by the caseload measurements described above. Then, because the new county would not have any existing juvenile facilities at the time of formation, a \$600,000 share of personnel costs related to the juvenile hall, Verdmont Boys Ranch, Kuyper Youth Center and the Regional Youth Educational Facility, was transferred from salaries to contract services to permit the new county to contract with an outside agency, including San Bernardino County. Finally, three new executive and support staff positions were added, resulting in the 51 personnel shown on Exhibit 65 which follows.

Revenues were projected from case counts in four main reimbursement categories, and from actual court referrals from the Barstow and Victorville Municipal Courts in the case of vehicle and traffic fines.

EXHIBIT 65--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: PROBATION
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	19,034,550	2,091,672	(444,000)	1,647,672	Revenue	
SERVICES AND SUPPLIES	3,762,439	428,415	630,000	1,058,415	Details	
OTHER CHARGES	729,400	(a)		(a)	Are	
FIXED ASSETS	104,000				Shown	
TRANSFERS & REIMBURSEMENTS	(334,000)	(50,000)		(50,000)	Below	
TOTAL	\$23,296,389	\$2,470,087	\$186,000	\$2,656,087	\$471,000	\$2,185,087
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
FINES, FORFEITS & PENALTIES	404,000
CHARGES FOR CURRENT SERVICES	67,000
TOTAL	\$471,000
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
COUNTY PROBATION OFFICER	1
ASST COUNTY PROBATION OFFICER	1
PROBATION DIRECTOR	1
PROBATION OFFICER	28
ASSORTED PERSONNEL	20
TOTAL	51
	=====

PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN/CONSERVATOR/CORONER

This department consolidates several programs under a single elected official. The Public Administrator is charged with taking custody of the affairs of persons who have died without leaving executors or estate administrators. The Conservator serves as the legal guardian of individuals whom the court finds to be disabled to the point of incapacitation, and the Public Guardian serves a similar role where minors are involved. The Coroner investigates deaths to clarify the circumstances surrounding the deaths, and to determine the cause of death.

The department operates only from its San Bernardino offices, so there are no "direct" costs incurred by field offices. Accordingly, all expenditure forecasts are the result of program-by-program, caseload-based apportionments as follows:

PUBLIC ADMINISTRATOR--Of all cases handled by the department, only 6% involve residents of the new county area. This percentage was applied against the operating costs and selected revenues (Charges For Current Services) of the PA Division and, although that leads to relatively minor portions of existing staff time, the geographic size of the new county requires at least one full-time deputy position.

PUBLIC GUARDIAN/CONSERVATOR--Only 2% of cases assigned to the Public Guardian/Conservator involve residents of the new county area, and expenditure forecasts are based on that statistic. Although Deputy Public Guardians tend to be less mobile than Deputy Public Administrators, a full time position is included in the proposed manning table.

CORONER--An analysis of caseload residency indicates that Coroner cases more nearly follow the population split than is true of either of the other departmental programs (16% of caseload in the new county, versus 17% of the population as a whole). Using the caseload factor, support costs were allocated between the two counties, but staffing for the new county was constructed via a bottom up analysis.

Exhibit 66 tabulates the results of these analyses.

EXHIBIT 66--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: PUBLIC ADM/PUBLIC GUARDIAN/CONSERVATOR/CORONER
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	2,166,585	215,205	294,795	510,000	Revenue	
SERVICES AND SUPPLIES	1,207,080	166,646	70,000	236,646	Details	
OTHER CHARGES	1,287	(a)		(a)	Are	
FIXED ASSETS	9,530	1,142		1,142	Shown	
TRANSFERS & REIMBURSEMENTS	(719,138)	(14,383)		(14,383)	Below	
TOTAL	\$2,665,344	\$368,610	\$364,795	\$733,405	\$10,800	\$722,605
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	800
CHARGES FOR CURRENT SERVICES	10,000
TOTAL	\$10,800
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
PA/PG/CONSRVTR/CORONER	1
CHIEF DEPUTY CORONER	1
SUPERVISING DEPUTY CORONER	1
DEPUTY CORONER	5
CHIEF DEPUTY PA/PG/CONSRVTR	1
DEPUTY PUBLIC ADMINISTRATOR	1
DEPUTY PUBLIC GRDN/CONSRVTR	1
ASSORTED PERSONNEL	4
TOTAL	15
	=====

PUBLIC DEFENDER

The Public Defender exists to provide legal representation to those individuals who are charged with a criminal offense and who are financially unable to employ private defense counsel.

The Public Defender maintains branch offices in Barstow and Victorville with a complement of 17 personnel (16.75 full time equivalents). The expenditures forecast for the new county begin with the cost of those assigned staff and their support costs, based on caseload percentage, and add two new positions of Public Defender and secretarial support.

Exhibit 67 contains the complete forecast of expenditure and revenues, and shows a possible staffing configuration.

EXHIBIT 67--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: PUBLIC DEFENDER
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	4,691,457	902,216	115,000	1,017,216	Revenue	
SERVICES AND SUPPLIES	633,047	80,200	10,000	90,200	Details	
OTHER CHARGES	526				Are	
FIXED ASSETS	12,459				Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$5,337,489	\$982,416	\$125,000	\$1,107,416	\$61,500	\$1,045,916
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
AID FROM OTHER AGENCIES	52,300
CHARGES FOR CURRENT SERVICES	9,200
TOTAL	\$61,500
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
PUBLIC DEFENDER	1
CHIEF DEPUTY PUBLIC DEFENDER	1
SUPV DEPUTY PUBLIC DEFENDER	1
DEPUTY PUBLIC DEFENDER	8
INVESTIGATOR	2
ASSORTED PERSONNEL	8
TOTAL	21
	=====

SHERIFF

The Sheriff is the chief law enforcement officer of the county, providing police services in the unincorporated territory of the county. The Sheriff also manages the county's jail and detention services, and provides Superior Court security and process service. Under contract to the City of Victorville, the Sheriff's Office provides municipal police services in that incorporated community.

The Sheriff presently operates eleven stations throughout San Bernardino County, three of which -- Barstow, Colorado River and Victorville -- are in the area of the new county. Each of these three is a full booking station, and each is organized to provide most law enforcement services with assigned staff. Central support in such areas as narcotics and vice, crime laboratory, specialized detective activities, detention, intelligence, training and administration is provided from the San Bernardino headquarters.

The three existing stations have a current staff complement of 159 personnel assigned to the unincorporated area, plus an additional 31 positions assigned to the Victorville station under the city-county police contract. Among central administrative and support staff, 64.5 full-time equivalents are engaged in work essentially directed at the law enforcement program in the new county. Those employees are involved in a broad range of ancillary support functions, including two which are not proposed to be directly handled by the new county -- jail and crime laboratory.

COMMENT--To the extent that jail and crime lab services are needed by the new county, they can be provided under contract with an outside agency, including San Bernardino County. As a result, approximately \$1,155,801 of current staffing costs allocated to the new county are transferred from salaries to contract services; in lieu of the remaining 40 FTEs involved in

ancillary services, 51 positions, including the administrative and command structures, were added. Exhibit 68 on the following page summarizes the revenue, expenditure and staffing estimates for the new county. The expenditure and revenue forecasts both assume the continuation of the Victorville contract with the new county Sheriff.

EXHIBIT 68--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: SHERIFF
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT S BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	59,756,202	11,149,591	(289,608)	10,859,983	Revenue	
SERVICES AND SUPPLIES	12,731,337	1,405,875	1,155,801	2,561,676	Details	
OTHER CHARGES	1,419,587	(a)		(a)	Are	
FIXED ASSETS	2,586,235	338,776		338,776	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$76,493,361	\$12,894,242	\$866,193	\$13,760,435	\$2,034,050	\$11,726,385
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES, PERMITS	1,200
REVENUE FROM USE OF MONEY	350
AID FROM OTHER AGENCIES	255,000
CHARGES FOR CURRENT SERVICES	1,766,000
OTHER REVENUE	11,500
TOTAL	\$2,034,050
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
SHERIFF	1
UNDERSHERIFF	1
CAPTAIN	4
DETECTIVE	4
LIEUTENANT	5
SERGEANT	19
DEPUTY SHERIFF	137
ASSORTED PERSONNEL	56
TOTAL	227
	=====

SUPERIOR COURT/COUNTY CLERK

The Superior Court is a state court which serves as the principal trial court in the county. The Superior Court has jurisdiction in felony criminal cases, civil cases involving more than \$25,000 in damages, cases involving probate, guardianship and conservatorship, and it hears appeals from lower courts.

The County Clerk is responsible for maintaining the court records, and for issuing marriage licenses and processing passport and citizenship applications.

The Superior Court is required only to sit in the County Seat, and it sits elsewhere in the county as a matter of convenience. The court's Desert and North Desert districts are located in the area of the new county, with two departments of the court in Barstow and two in Victorville. The court, however, supplements the 4 judges in those courts by assigning judges from other departments outside the new county area as caseloads require. The state legislature decides when to establish additional departments of a Superior Court, and is guided in that determination by standards developed by the Judicial Council. Employing twelve categories of court filings, the Judicial Council assigned weighting factors to each, in relationship to the relative time each requires on average. Each full-time judge's position is deemed to be equivalent to 75,336 weighted units. So, at least in theory, when the caseload of the local court exceeds that amount, it could soon begin to make an argument for an additional judge. Applying those court workload standards, the new county area currently supports eight judges. Although there is no assurance that the new county would get that full complement of judges, the expenditure forecasts are made on the basis of eight departments of the court.

The expenditures forecast in Exhibit 69 arise from the costs of the four current departments, together with a caseload-based share of central support costs (except support staff costs), and the addition of four judges, a new County Clerk/Superior Court Executive Officer, an Administrative Services Manager and secretarial support.

LEGISLATIVE ISSUE--The establishment of a new Superior Court in the new county is governed by statute, which appears presently only to provide for a single judge. The legislature may need to be asked to remedy this condition with appropriate new legislation authorizing additional judges immediately upon formation of the new county.

EXHIBIT 69--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 DEPT: SUPERIOR COURT
 FUND: GENERAL

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	7,815,755	1,512,139	118,000	1,630,139	Revenue	
SERVICES AND SUPPLIES	4,791,198	953,258	40,000	993,258	Details	
OTHER CHARGES	854				Are	
FIXED ASSETS	27,142				Shown	
TRANSFERS & REIMBURSEMENTS	(100,500)	(6,932)		(6,932)	Below	
TOTAL	\$12,534,449	\$2,458,465	\$158,000	\$2,616,465	\$916,400	\$1,700,065
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
LICENSES & PERMITS	9,400
FORFEITS & PENALTIES	14,300
AID FROM OTHER AGENCIES	321,300
CHARGES FOR CURRENT SERVICES	571,400
TOTAL	\$916,400
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
SUPERIOR CT EXEC/COUNTY CLERK	1
ADMIN SERVICES MANAGER	1
COURT SERVICES MANAGER	2
JUDGE	8
ASSORTED PERSONNEL	30
TOTAL	42
	=====

CAPITAL IMPROVEMENTS

The Capital Improvement program provides for construction or major maintenance of county-owned buildings and facilities. It is funded from a variety of sources, including federal and state grants, loans and bond measures, and local contributions.

The Capital Improvement program for FY 1987-88 for the new county area totals \$2,441,976, of which all but \$275,000 comes from non-County sources of funds. The capital projects for the current year are listed below in Exhibit 70.

EXHIBIT 70--CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 1987-88

<u>PROJECT DESCRIPTION</u>	<u>AMOUNT</u>
LUCERNE VALLEY	\$ 327,476
. Construct 3,000 sq ft branch Library	
BARSTOW	
. Remodel/relocate computer area for DA	25,000
. Improve security of Superior Court holding area	60,000
CAJON ANIMAL SHELTER	14,500
. Install new waste separators	
PARKER DAM	60,000
. Refurbish Sheriff's personnel housing	
REGIONAL PARKS	
. Calico	70,000
. Mojave Narrows	168,000
. Park Moabi	429,000
NEEDLES	
. Re-roof branch office building	45,000
. Seal coat airport runway and taxiway	20,000
APPLE VALLEY	1,100,000
. Acquire land for runway and clear zones	
VARIOUS SITES	25,000
. Misc. maintenance to all airports	

EXHIBIT 71--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 FUNCTION: CAPITAL IMPROVEMENTS

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS					Revenue	
SERVICES AND SUPPLIES					Details	
OTHER CHARGES					Are	
FIXED ASSETS	32,314,843	2,441,976		2,441,976	Shown	
TRANSFERS & REIMBURSEMENTS					Below	
TOTAL	\$32,314,843	\$2,441,976	\$0	\$2,441,976	\$2,166,476	\$275,500
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
PRIOR YEAR CARRYOVER	125,000
STATE AND FEDERAL AID	1,806,738
OTHER SOURCES	234,738
TOTAL	\$2,166,476
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE

SECTION C--COMPARISON OF MOJAVE COUNTY COSTS AND REVENUES
TO DETERMINE ECONOMIC VIABILITY

The preceding sections of this chapter have analyzed and identified revenues which would be received by the proposed Mojave County (Section A), and costs which would be incurred by Mojave County in providing as nearly as possible the same level of service as presently provided by San Bernardino County (Section B). Exhibit 72 below summarizes these costs and revenues.

EXHIBIT 72--SUMMARY OF MOJAVE COUNTY COSTS AND REVENUES

Annual Revenues	\$137,366,835
Annual Costs	<u>137,278,204</u>
Net Annual Revenue Surplus	\$ 88,631

From Exhibit 72 it can be seen that revenues are expected to exceed costs by a margin of approximately one-quarter percent. Although the revenue forecast shown above includes the use of selected fund balances totaling \$1,948,227 (in Airports, Flood Control and Capital Improvements), all of these fund balances are related to the completion of specific projects rather than the financing of on-going operating costs, and are therefore not regarded as affecting levels of service.

In addition to the annual on-going surplus forecast above, the proposed county would receive \$13,686,717 from San Bernardino County as a result of the

one-time distribution of indebtedness. This distribution would be required to finance both one-time starting costs for equipment and other non-recurring expenses and general reserves of the new county.

DETERMINATION OF ECONOMIC VIABILITY

Based upon the preceding analysis, the Mojave County Formation Review Commission makes the following determination:

THE COMMISSION DETERMINES that the formation of the proposed Mojave County would be economically viable.

SECTION D--CONSTITUTIONAL APPROPRIATIONS LIMIT
OF MOJAVE COUNTY

State and local government expenditures must be made subject to the provisions of a Constitutional appropriations limit. Article XIII B of the California Constitution sets a limit on the expenditure of certain revenues which it calls "proceeds of taxes." Other revenues -- "non-proceeds of taxes" -- are not subject to the Constitutional appropriations limit.

The appropriations limit of the State and each local government agency must be calculated annually, and may not exceed the appropriations limit of that government entity for the prior year, except with five adjustments:

- . To reflect changes in the Consumer Price Index or California per capita personal income, whichever is less
- . To reflect changes in population
- . To reflect transfers in service responsibility as a result of annexation, incorporation, or otherwise
- . To reflect adjustments resulting from emergency appropriations
- . To reflect changes approved by the electorate for a period not to exceed four years.

Appropriations subject to the limit constitute the expenditure of revenues defined as "proceeds of taxes." Proceeds of taxes include the following:

- . All tax revenues
- . Proceeds from regulatory licenses, user charges, and user fees to the

extent that such proceeds exceed the costs reasonably borne by the entity in providing the regulations, product, or service

- . Investment of tax revenues
- . Such state subventions as are unrestricted as to use, and do not include reimbursement for state mandated costs.

Certain appropriations are not subject to the Constitutional limit:

- . Non-tax revenues
- . Proceeds from service charges to the extent that they do not exceed the cost of providing the services
- . Investment of non-tax revenues
- . State subventions which are restricted as to use, or are reimbursements for state mandated costs
- . Federal grants
- . Proceeds from the sale of bonds and securities
- . Tax increment revenue
- . "Proceeds of taxes" to the extent that they are:
 - Appropriations for debt service
 - To comply with federal mandates and court orders
 - Withdrawals from previously-appropriated fund balances
 - Withdrawals from previously-appropriated loan funds and investment funds
 - Appropriations for refunds of taxes.

Each local government agency is thus required to establish its own limit pursuant to these various conditions, and to annually adjust that limit consistent with the five allowable adjustments described earlier.

Revenues received in excess of the amount which is appropriated must be returned within the next two fiscal years. Revenues may be returned by granting a tax credit or refund, by providing a temporary suspension of tax rates or fee schedules, or by any other means consistent with the intent of the law. [Art. XIII B, Sec. 2; Gov. Code Sec. 7911]

Under the Constitution, an agency's appropriation limit is calculated by first determining the amount of appropriations subject to limitation in the base year 1978-79, and then adjusting that amount annually by any of the five available adjustment factors which may apply. However, a county being created in the future obviously would not have had appropriations in 1978-79 on which a base year limit can be determined. In such cases, as with the incorporation of new cities, the voters establish the appropriations limit at the time of formation. For that reason, Government Code Section 23332(k) requires that the Commission determine the appropriations limit for the proposed county, which then serves as the limit which the voters will establish if the election to create the proposed county is successful. Moreover, that limit, once established by the voters, will serve as the base year limit which Mojave County must thereafter use for its annual adjustments, if any, and which the County must abide by in making its future appropriations decisions.

Applying all the relevant Constitutional and statutory criteria described above, the Commission's consultant analyzed the projected revenues of the proposed county to identify "proceeds of taxes," which would be the basis for the new county's appropriations limit. Exhibit 73 on the following page tabulates the result of that analysis, by segregating proceeds of taxes from non-proceeds of taxes.

EXHIBIT 73--SUMMARY OF REVENUE DISTRIBUTIONS
FOR THE APPROPRIATIONS LIMIT DETERMINATION
OF THE PROPOSED MOJAVE COUNTY

<u>Revenue Object</u>	<u>Proceeds</u>	<u>Non-Proceeds</u>	<u>Total</u>
Taxes	\$38,428,500	\$ -	\$ 38,428,500
Licenses, Permits	-	4,876,700	4,876,700
Fines, Forfeits, Penalties	-	1,282,400	1,282,400
Use of Money, Property	1,049,792	2,380,358	3,430,150
State Aid	9,481,600	35,050,450	44,532,050
Federal Aid	-	27,910,500	27,910,500
Other Gov'tl Aid	-	252,805	252,805
Charges For Current Svcs	-	10,798,555	10,798,555
Other Revenue	1,553,955	-	1,553,955
Other Financing Sources	-	125,000	125,000
Total	<u>\$50,513,847</u>	<u>\$82,676,768</u>	<u>\$133,190,615</u> ^{1/}

The \$50,513,847 total proceeds of taxes is based upon the fiscal year 1987-88 operating budget, and should thus be adjusted for inflation and real growth (the two basic annual adjustment factors) to fiscal year 1988-89, the first year of new county operations. An adjustment of 10% for that one intervening year has been selected as being generally consistent with the growth of the new county area. In the course of the past three years, the composite adjustment

^{1/} This revenue total does not agree with the revenue total shown in Exhibits 4 and 75 due to the following two adjustments made here: 1) deducted \$632,815 for County Service Area 60; and 2) deducted \$3,494,033 for Flood Control District. Both of those agencies have separate appropriations limits which are included in Exhibit 74.

factors for the existing San Bernardino County have been 7.54%, 7.80%, and 8.31%, respectively, growing in each of those years. Making the adjustment results in an appropriations limit of \$55,565,232 for the proposed county government.

Several other proposed Mojave County agencies will have their own appropriations limits under the same Constitutional provisions which apply to the county. Exhibit 74 on the following page lists each of those agencies together with its limit. All of the dependent districts of the existing San Bernardino County which are located entirely within the territory of the proposed Mojave County already have established appropriations limits for the current fiscal year, and those limits may not be adjusted except by the same five factors previously described. The FY 88-89 appropriations limits for those districts as dependents of Mojave County will be the existing FY 87-88 limits adjusted by San Bernardino County to reflect most advantageously the applicable factors. One district -- County Service Area 38 -- is countywide at present, and its limit has been pro-rated between the two prospective counties and then adjusted for inflation and real growth to fiscal year 1988-89.

On the basis of all the foregoing, the Commission makes the following determinations:

THE COMMISSION DETERMINES that:

1. The fiscal year 1988-89 appropriations limits for the proposed county, Flood Control District-Zone 4 and County Service Area 38-General shall be as shown in Exhibit 74.
2. The fiscal year 1988-89 appropriations limits for all other dependent districts of Mojave County shall be the 1987-88 appropriations limits shown in Exhibit 74, adjusted by San Bernardino County for appropriate changes at June 30, 1988.

EXHIBIT 74--LOCAL AGENCIES' ANNUAL APPROPRIATIONS LIMITS
MOJAVE COUNTY FORMATION REVIEW COMMISSION

AGENCY	1987-88 APPROPRIATION LIMIT	1988-89 ADJUSTMENT FACTOR	1988-89 APPROPRIATION LIMIT	NOTES
COUNTY GENERAL	\$50,513,847	10%	\$55,565,232	One Year Adjustment To FY 88-89
COUNTY FLOOD CONTROL:				
ZONE 4	1,748,670	10%	1,115,651	Apportioned 58% To Mojave County
ZONE 6	1,805,609	Actual	N/A	To Be Adjusted By San Bern Co
BOARD-GOVERNED DISTRICTS				
GENERAL:				
CSA 40 Elephant Mountain	280,342	Actual	N/A	To Be Adjusted By San Bern Co
CSA 60 Apple Valley	633,299	Actual	N/A	To Be Adjusted By San Bern Co
FIRE DISTRICTS:				
CSA 29 Lucerne Valley (1)	840,240	Actual	N/A	To Be Adjusted By San Bern Co
CSA 38 General (2)	4,380,604	10%	2,409,332	Apportioned 50% To Mojave County
Zone J Big River	143,514	Actual	N/A	To Be Adjusted By San Bern Co
CSA 56 Wrightwood	520,013	Actual	N/A	To Be Adjusted By San Bern Co
Zone F-1 (3) & (4)	111,754	Actual	N/A	To Be Adjusted By San Bern Co
CSA 72 Lake Havasu (5)	28,584	Actual	N/A	To Be Adjusted By San Bern Co
CSA 82 SV-1 Argus	75,680	Actual	N/A	To Be Adjusted By San Bern Co
CSA 82 SV-2 Searles	108,877	Actual	N/A	To Be Adjusted By San Bern Co
PARK DISTRICTS:				
Barstow Park & Recreation	1,017,976	Actual	N/A	To Be Adjusted By San Bern Co
ROAD DISTRICTS:				
CSA 77 Mariana Ranchos	14,847	Actual	N/A	To Be Adjusted By San Bern Co
STREET LIGHTING DISTRICTS:				
CSA 9 Phelan	11,137	Actual	N/A	To Be Adjusted By San Bern Co
CSA 30 Red Mountain (6)	123,994	Actual	N/A	To Be Adjusted By San Bern Co
WATER & SEWER DISTRICTS:				
CSA 42 Oro Grande	133,864	Actual	N/A	To Be Adjusted By San Bern Co
CSA 82 SV-3 Trona	236,073	Actual	N/A	To Be Adjusted By San Bern Co
CSA 82 SV-3 Pioneer Point	164,759	Actual	N/A	To Be Adjusted By San Bern Co

THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THIS EXHIBIT

NOTES:

- (1) Includes increase of \$200,000 for 1987-88 through 1990-91 approved by voters March 3, 1987.
- (2) Includes increase of \$1,800,000 for 1985-86 through 1988-89 approved by voters June 3, 1986, apportioned 50% to Mojave.
- (3) Includes limit transfer in 84-85 from CSA 38 General (\$18,314) & CSA 38-Zone G (\$10,958) to CSA 56 Zone F-1.
- (4) Includes increase of \$75,000 for 1987-88 through 1990-91 approved by voters March 3, 1987
- (5) Increase of \$15,000 from 1984-85 through 1987-88 ends in 1988-89.
- (6) Voters approved \$106,197 base limit on May 7, 1985 for the year 1985-86.

CHAPTER 7--DETERMINATION OF FISCAL IMPACT ON SAN BERNARDINO COUNTY

Section 23332(b) of the Government Code provides that the Mojave County Formation Review Commission shall determine the fiscal impact on San Bernardino County if the proposed Mojave County were to be created. This chapter identifies projected changes in San Bernardino County revenues and costs which would result from the separation of the proposed new county. Revenue estimates are in current (1988) dollars and are based upon: 1) a careful analysis of the nature and source of revenues which San Bernardino County presently derives from the proposed Mojave County area; 2) substantial documentation supplied by the county Auditor/Controller and county departments; and 3) the experience of the Commission's consultant, Ralph Andersen & Associates, in analyzing and projecting county government revenues.

The revenue amounts projected for San Bernardino County after separation of the new county area, are net revenue amounts for those departments and programs which have been affected by the creation of the proposed county. In this way, the analysis focuses only on decreases in those revenues which support departments and programs being split. Similarly, the cost reductions discussed in the next section are the net reductions of departments and programs being split by the formation of the proposed county. If those net cost reductions exceed the net revenue reductions, the formation of Mojave County would have a positive fiscal impact on San Bernardino County; if the net revenue reductions exceed the net cost reductions, the fiscal impact on San Bernardino County will be negative.

SECTION A--PROJECTED REDUCTIONS IN REVENUE
TO SAN BERNARDINO COUNTY

Exhibit 75 beginning on the next page gives a detailed tabulation of revenues. For each source of revenue, the exhibit indicates: 1) the current San Bernardino revenue estimate for the fiscal year 1987-88, as taken from the adopted Final Budget; 2) the projected reduction in revenue which would occur as a result of the formation of the proposed county; 3) the resultant revenue amount for San Bernardino County; and 4) the estimated revenue amount for the proposed county as a separate entity. The column showing revenue reductions (the second data column) is the one of interest for this analysis. In total, the forecast reduction of revenues to San Bernardino County from the formation of Mojave County is \$141,129,818.

EXHIBIT 75--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
TAXES				
Property Taxes	\$128,804,039	\$32,142,500	\$96,661,539	\$32,142,500
Assessor C.O.S. Penalty	300,000	90,000	210,000	90,000
Property Tax Augmentation	967,393	278,483	688,910	788,500
Special Assessments	214,000		214,000	
Sales & Use Taxes	15,683,760	5,550,000	10,133,760	5,550,000
Other Taxes	9,153,000	2,000,000	7,153,000	2,000,000
Sub-Total: Taxes	\$155,122,192	\$40,060,983	\$115,061,209	\$40,571,000
LICENSES, PERMITS & FRANCHISES				
Animal Licenses	1,200,000	209,000	991,000	209,000
Business Licenses	20,900	1,400	19,500	1,400
Construction Permits	9,248,452	4,060,000	5,188,452	4,060,000
Road Permits	420,000	87,000	333,000	87,000
Zoning Permits	276,177		276,177	(#)
Franchise Fees	3,400,000	500,000	2,900,000	500,000
Other Licenses & Permits	690,200	19,300	670,900	19,300
Sub-Total: L,P&F	\$15,255,729	\$4,876,700	\$10,379,029	\$4,876,700
FINES, FORFEITURES & PENALTIES				
Vehicle Code Fines	4,708,465	676,400	4,032,065	676,400
Warrant Servicing	1,580,000	305,300	1,274,700	305,300
Other Court Fines	3,650,500	223,900	3,426,600	223,900
Bond Forfeitures	355,000	46,000	309,000	46,000
Penalties	493,750	28,800	464,950	28,800
Juvenile Court Costs	9,000	2,000	7,000	2,000
Sub-Total: F,F&P	\$10,796,715	\$1,282,400	\$9,514,315	\$1,282,400
REV FROM USE OF MONEY/PROPERTY				
Interest	16,953,323	2,873,520	14,079,803	2,873,520
Rents & Concessions	2,855,601	701,001	2,154,600	701,001
Sub-Total: Use of Money	\$19,808,924	\$3,574,521	\$16,234,403	\$3,574,521

EXHIBIT 75--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
STATE AID				
Aid For Aviation	759,984		759,984	
Highway Users Tax	12,800,000	2,813,000	9,987,000	2,813,000
Cigarette Tax	450,000	130,000	320,000	130,000
BITR	9,298,446	3,200,000	6,098,446	3,200,000
Motor Vehicle In-Lieu Tax	29,891,723	5,081,600	24,810,123	5,081,600
Trailer Coach In-Lieu Tax	600,000	120,000	480,000	120,000
Welfare Administration	21,564,182	3,604,400	17,959,782	3,785,300
DPSS Categorical Aids	126,874,802	19,932,300	106,942,502	19,932,300
Health Administration	16,000		16,000	16,000
Aid For Crippled Children	2,436,195	585,000	1,851,195	585,000
Aid For Mental Health	15,888,249	1,351,000	14,537,249	1,546,000
Aid For Health	13,913,023	635,600	13,277,423	690,600
Aid For Agriculture	653,000	96,400	556,600	96,400
Aid For Civil Defense	327,350		327,350	75,000
Aid For Construction	1,147,000	245,000	902,000	245,000
Aid For Guardian/Conservator	3,500		3,500	(a)
Aid For Veterans Affairs	65,859	13,000	52,859	13,000
Medi-Cal	24,428,968	2,177,662	22,251,306	527,662
Miscellaneous Subventions	4,589,621	101,200	4,488,421	101,200
MIA Funding	17,858,089	1,800,000	16,058,089	350,000
Homeowner Exemption	4,264,000	950,000	3,314,000	950,000
SB 90 Cost Reimbursement	787,582	80,900	706,682	80,900
Other State Aid	50,104,377	3,953,088	46,151,289	4,193,088
Sub-Total: State Aid	\$338,721,950	\$46,870,150	\$291,851,800	\$44,532,050
FEDERAL AID				
Welfare Administration	18,964,225	3,169,800	15,794,425	3,328,900
Aid For Children	123,521,106	19,405,400	104,115,706	19,405,400
Health Administration	14,000		14,000	14,000
Medi-Care	9,526,172	850,000	8,676,172	
Aid For Construction	2,206,749	1,175,000	1,031,749	1,175,000
Aid For Disaster	60,000	12,000	48,000	12,000
Forest Reserve Revenue	83,000	12,000	71,000	12,000
Grazing Fees	35,000		35,000	(a)
In-Lieu Taxes	775,000	400,000	375,000	400,000
Other Federal Aid	23,325,425	3,563,200	19,762,225	3,563,200
Sub-Total: Federal Aid	\$178,510,677	\$28,587,400	\$149,923,277	\$27,910,500

EXHIBIT 75--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
OTHER GOVERNMENTAL AID				
Other Government'l Agcys	12,264,066	760,805	11,503,261	252,805
Sub-Total: Other Gov Aid	\$12,264,066	\$760,805	\$11,503,261	\$252,805
Sub-Total: All Intergov't	\$529,496,693	\$76,218,355	\$453,278,338	\$72,695,355
CHARGES FOR CURRENT SERVICES				
Adoption Fees	24,000		24,000	(a)
Agricultural Services	781,084	16,200	764,884	16,200
Weed Abatement Contracts	125,000		125,000	(a)
SB 813 Implementation Cost	600,000		600,000	(a)
Assessment & Tax Collection	715,000	211,400	503,600	211,400
Tax Sale Fee	60,000	17,900	42,100	17,900
Reimbursement of Deeded Prop	39,000	11,600	27,400	11,600
Auditing Fees	150,000	44,200	105,800	44,200
Probation Diversion Fees	43,000		43,000	
Civil Process Service	828,000	142,000	686,000	142,000
Court Fees	4,865,420	781,800	4,083,620	781,800
Communication Services	397,466		397,466	
Children's Services	50,000		50,000	(a)
Educational Services	108,461		108,461	(a)
Election Services	500,622	70,000	430,622	70,000
Estate Fees	228,000	19,600	208,400	19,600
Health Fees	3,962,985	808,637	3,154,348	808,637
Humane Services	486,900	75,000	411,900	75,000
Private Pay	15,643,286	863,671	14,779,615	113,671
Institutional Care & Services	2,834,867		2,834,867	
Law Enforcement Services	8,679,895	1,756,000	6,923,895	1,756,000
Legal Services	716,940	83,700	633,240	83,700
Library Services	162,000		162,000	
Park & Recreation Fees	2,918,910	952,100	1,966,810	952,100
Juvenile Fees	45,000		45,000	(a)
Personnel Services	162,042	16,000	146,042	16,000
Facilities Development Fees	700,000		700,000	
Planning & Engineering Svcs	2,586,426	886,320	1,700,106	886,320
Micrographics Fees	310,000	23,000	287,000	23,000
Adult Investigations Fees	15,000		15,000	(a)
Collection Fees	85,000		85,000	(a)
Purchasing Fees	10,000	1,200	8,800	1,200

EXHIBIT 75--SUMMARY OF PROJECTED REVENUES AND SOURCES OF FINANCING
 MOJAVE COUNTY FORMATION REVIEW COMMISSION

REVENUE SOURCES (All Funds)	TOTAL SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY REVENUE REDUCTION	NEW SAN BERN CO EST REVENUE FY 1987-88	MOJAVE COUNTY EST REVENUE FY 1987-88
Recording Fees	3,071,758	775,400	2,296,358	775,400
Reimb Welfare Child Support	565,000	80,000	485,000	80,000
Road & Street Services	60,000	7,500	52,500	7,500
Reimburse Indirect Cost	2,453,000		2,453,000	
Sanitation Services	8,667,663	140,943	8,526,720	140,943
Aircraft Storage	26,264	8,840	17,424	8,840
Fuel Flowage	44,178	26,500	17,678	26,500
Landing Fees	1,200	500	700	500
Other Services	10,787,619	3,739,544	7,048,075	3,739,544
Sub-Total: Current Svcs	\$74,510,986	\$11,559,553	\$62,951,431	\$10,809,555
OTHER REVENUES				
Rev Applic To Prior Yrs	1,000,000		1,000,000	
Other Sales	454,875	81,514	373,361	81,514
Contributions & Donations	39,800		39,800	
NSF Checks	7,500	1,100	6,400	1,100
Other Revenues	17,943,965	1,477,091	16,466,874	1,477,091
Sub-Total: Other Revenues	\$19,446,140	\$1,559,705	\$17,886,435	\$1,559,705
OTHER FINANCING SOURCES				
Sale Of Fixed Assets	260,570	49,372	211,198	49,372
Operating Transfers-In	14,347,739	1,948,227	12,399,512	1,948,227
Long-Term Debt Proceeds	15,570,000		15,570,000	
Sub-Total: Other Financ'g	\$30,178,309	\$1,997,599	\$28,180,710	\$1,997,599
Total: All Sources	\$854,615,688	\$141,129,818	\$713,485,870	\$137,366,835

- (a) The estimate for this revenue account has been incorporated into estimates for other accounts, either for ease in estimating or because revenue deposit records were not precise enough to identify deposits specifically to this account.

SECTION B--PROJECTED REDUCTIONS IN COSTS
TO SAN BERNARDINO COUNTY

This section provides estimates of current San Bernardino County costs which would be reduced from budgeted amounts as a result of the formation of the proposed Mojave County. As with revenue projections described in the preceding section, cost estimates are in current (1988) dollars and are based upon: 1) a thorough review of San Bernardino County costs incurred in providing services and facilities in the proposed Mojave County area; 2) substantial documentation supplied by the County Administrative Office and county departments; and 3) the experience of the Commission's consultant, Ralph Andersen & Associates, in analyzing and projecting county government costs.

The amounts estimated in this section are of two types -- direct and indirect costs associated with the Mojave County area. Direct costs are those which are clearly and specifically incurred in providing services and facilities to the Mojave area. Typically a direct cost will be staff assigned in the area, or contracts with private providers in the area. Direct costs are those which can be associated with Mojave area workload, even if the costs are incurred outside of the area of the proposed county.

There are also indirect costs. Indirect costs include such things as a portion of the department director's time, and portions of other support personnel's costs. Indirect costs tend to be relatively more fixed, in that they could not readily be eliminated if Mojave County were created. For example, San Bernardino County would still have 5 members of the Board of Supervisors, and it would continue to need department directors and some administrative/support costs, even if the Mojave area and its associated workload were separated from San Bernardino County. Exhibit 76 on the following page shows this cost reduction most clearly. Of the six data columns in that exhibit, the first two columns are of particular interest for this section.

EXHIBIT 76--SUMMARY OF PROJECTED COSTS AND REVENUES
 MOJAVE COUNTY FORMATION REVIEW COMMISSION
 ALL COUNTY DEPARTMENTS AND PROGRAMS

EXPENDITURE OBJECTS	COST DISTRIBUTION		PROPOSED MOJAVE COUNTY			
	PRESENT SAN BERN	MOJAVE SHARE	NEW COSTS	TOTAL COST	REVENUES	NET COST
SALARIES & EMPLOYEE BENEFITS	305,517,406	46,758,252	8,925,903	55,684,155		
SERVICES AND SUPPLIES	212,645,965	28,259,885	3,766,107	32,025,992	Revenue	
OTHER CHARGES	271,772,563	42,515,716		42,515,716	Details	
FIXED ASSETS	43,821,685	3,955,581		3,955,581	Are	
TRANSFERS & REIMBURSEMENTS	(13,981,801)	(3,069,584)	(585,000)	(3,654,584)	Shown	
CONTINGENCIES	9,565,706	1,214,377	1,200,000	2,414,377	Below	
PROGRAM ADJUSTMENTS		7,244,967	(2,908,000)	4,336,967		
TOTAL	\$829,341,524	\$126,879,194	\$10,399,010	\$137,278,204	\$88,636,170	\$48,642,034
	=====	=====	=====	=====	=====	=====

DEPARTMENTAL REVENUES	PROPOSED MOJAVE
TAXES	4,079,316
LICENSE, PERMITS & FRANCHISES	5,026,700
FINES, FORFEITS & PENALTIES	1,304,400
REVENUE FROM USE OF MONEY	1,159,040
AID FROM OTHER AGENCIES	62,443,526
CHARGES FOR CURRENT SERVICES	10,935,884
OTHER REVENUE	1,739,077
FUND BALANCE	1,948,227
TOTAL	\$88,636,170
	=====

POSSIBLE DEPT'L STAFFING	PROPOSED MOJAVE
	1,576

The first data column gives aggregate totals of the present San Bernardino County departments and programs which are affected by the proposed county split. Of the amounts shown in that column, the share of costs which it is estimated that San Bernardino County would shed as a result of the formation of the proposed county, is listed in the second data column.^{2/} This section focuses on those costs which would be reduced or eliminated by San Bernardino County if Mojave County were created. Should the reduction in these costs not be as great as the reduction in revenues forecast in the preceding section, there would be a net reduction in San Bernardino County's capacity to finance its remaining programs, and further reductions in indirect and administrative costs could be necessary. Section C of this chapter will compare the projected revenue reductions of the preceding section with the estimated cost reductions in this section in order to identify the net fiscal impact of the formation of the proposed county on San Bernardino County.

The text and exhibits in Chapter 6, Section B of this report, are the primary discussion of the analysis relating to forecasting costs in the area of the proposed county.

^{2/} These costs are not equal to the total costs expended by San Bernardino County in providing services and facilities in the area of Mojave County. Ten departments or programs have not had any costs apportioned to the Mojave County area, on grounds that these departments and programs would not be affected by the split of the county, by virtue of the nature and size of their budgets. The ten are: 1) Board of Supervisors; 2) Clerk of the Board; 3) County Administrative Office; 4) Management Services Division; 5) County Counsel; 6) Local Agency Formation Commission; 7) Environmental Public Works Agency Administration; 8) General Contingencies; 9) General Services Agency Administration; and 10) Grand Jury. Some portions of costs in these ten programs are clearly being expended on the new county area but, because their services are largely indivisible by nature, any quantification of those costs would likely be questionable and irrelevant to the determinations of this Commission.

In most instances, county departments identified their actual workloads according to indicators relevant to their operations. Most often, these workload statistics were for the most recent completed full year, and then updated by the Commission's consultant to reflect the FY 1987-88 budgeted amounts in order to present the most current fiscal picture practicable. In a few cases, the workload statistics were for shorter, but more recent, periods; these were first adjusted for any seasonal fluctuations, and then extrapolated to show a full operating year.

The conclusion reached by that analysis is that San Bernardino County would avoid \$126,635,740 of costs from its fiscal year 1987-88 budget by the formation of the proposed county.

SECTION C--NET COST/REVENUE IMPACT
ON SAN BERNARDINO COUNTY

The preceding two sections of this chapter have identified the projected revenue reductions (Section A) and cost reductions (Section B) which would be incurred by San Bernardino County if the proposed Mojave County were to be created. This section summarizes those findings to determine the net cost/revenue impact on San Bernardino County from the formation of the proposed county. This determination is in satisfaction of the requirement of Section 23332(b) of the Government Code, which calls for the County Formation Review Commission to determine, "the fiscal impact of the proposed county creation on each affected county."

Section A of this chapter projected all reductions in San Bernardino County revenues which would occur if Mojave County were to be formed as a separate entity. Section B estimated the savings in San Bernardino County costs which would accompany the formation of the proposed county. Exhibit 77 contrasts revenue and cost reductions to yield the net fiscal impact on San Bernardino County.

EXHIBIT 77--COST/REVENUE IMPACT ON SAN BERNARDINO COUNTY

Reductions In County Costs (From Exhibit 76)	\$126,879,194
Less: Reduction In Revenues (From Exhibit 75)	<u>141,129,818</u>
Net Fiscal Impact on San Bernardino County	(\$ 14,250,624)

From the exhibit above it can be seen that the proposed formation of Mojave County would cause San Bernardino County to lose more revenues than costs,

resulting in a projected net reduction of nearly \$14.3 million in the county's capacity to fund its current service levels in the remaining portions of the county.

Five additional factors are involved which will affect the net impact shown above:

- . The revenue and expense forecasts in this section are based upon the adopted county budget. Typically, budget appropriations are conservative in both revenues and expenses, such that not all the budget is spent in any year. In FY 1986-87, for example, the budget was underspent by \$19.9 million.
- . Pursuant to the Commission's determination concerning the distribution of indebtedness between the two prospective counties (Chapter 5), San Bernardino County would be required to pay \$11,876,108 over a period of 3 years to the newly-created Mojave County. While that payment is not an operating expense and would not continue indefinitely, it would affect the short-term financial condition of San Bernardino County.
- . No estimates have been made concerning reductions in San Bernardino County which might be possible because of smaller departments or less territory to manage.
- . The projections for the proposed county include contract expenditures in several program areas -- Jail, crime lab, juvenile detention and computer services -- which San Bernardino County would be in a good position to offer. If so, San Bernardino County could earn approximately \$5,000,000 annually in service charges from Mojave County, and offset a portion of its net revenue loss. It seems

reasonable, however, that such contract arrangements would not last indefinitely.

- . In the current fiscal year, San Bernardino County has appropriated \$6,668,800 to general contingencies and reserves which would be available to absorb some portion of the deficit. The current year's appropriations for these unforeseen needs, however, is higher than average for the past several years, and suggests that the on-going capacity of the county to set such funds aside is less than \$6 million.

DETERMINATION OF FISCAL IMPACT ON SAN BERNARDINO COUNTY

From the analysis of its consultant summarized above, the Mojave County Formation Review Commission makes this determination:

THE COMMISSION DETERMINES that the fiscal impact of the formation of the proposed Mojave County on the remaining San Bernardino County would be a net revenue loss of as much as \$14,250,624 in the first year, in current (1988) dollars, not all of which it has the present capacity to off-set.

CHAPTER 8--TRANSITION OF FUNCTIONS AND RESPONSIBILITIES FROM SAN BERNARDINO COUNTY TO MOJAVE COUNTY

Section 23332(e) of the Government Code requires that the Mojave County Formation Review Commission determine, "a procedure for the orderly and timely transition of service functions and responsibilities from the affected county...to the proposed county." This procedure is necessary to insure that needed government services are continued while a new county organization is set up. Accordingly, this chapter presents the Commission's procedural plan for the transition of service functions and responsibilities from San Bernardino County to the proposed Mojave County.

If the proposed Mojave County is approved by the voters in the June, 1988 election, the Board of Supervisors of the new county would be elected on the the General Election ballot in November, 1988. The new county would be formally created only when the new Board of Supervisors is certified, about the end of November, 1988.

The transition plan of the Commission covers the many needed steps in forming the new county, beginning with the time when, and if, the proposal receives its first approval of the voters in June, 1988. The transition plan elements which are listed in this chapter are additions and supplements to the transfer requirements specified in Sections 23375 through 23386 of the Government Code. Where any conflict might exist, the written description of the requirement as contained in this Chapter shall be given priority.

The formation process from this point onward, consists of two broad time periods: 1) the period between the June and November elections; and 2) the period immediately following formal creation of the new county in November, 1988. Those two periods form a convenient basis for describing the Commission's transition plan.

SECTION A--INTERIM PERIOD BETWEEN ELECTIONS
JUNE TO NOVEMBER 1988

The first steps needed can be accomplished by San Bernardino County in the interim period between the required two elections:

- . Preparing Contracts for County Services--The new county will not be able to directly operate existing programs when it is first created; it will need time to transition each of the many activities. At the beginning, Mojave County will need to contract with San Bernardino County as an interim measure. This step is contemplated in Section 23338 of the Government Code. In this interim period, the proposed contracts for the existing levels of service are to be prepared and approved by the San Bernardino County Board of Supervisors by November 1, 1988.

Costs are to be in accordance with the county A-87 cost distribution plan for direct services plus applicable overhead costs. Contracts for services which are themselves included as overhead costs in the A-87 plan, shall be computed on a "per-item" or "per-hour" basis. Completion of the contracts by the first of November, approximately one month before the formal creation of Mojave County will permit the newly-elected members of the Board of Supervisors to study the material and be prepared to act on the contracts at the earliest possible date. This early action will help insure uninterrupted public services.

- . Ordinances--Similar to the steps in creating a new city, the new county will need to adopt continuation ordinances which cover local laws, fees, and other regulatory matters. San Bernardino County shall draft all necessary ordinances with approval by the Board of Supervisors by November 1, 1988. This will permit early review by the newly-elected

Mojave County officials. San Bernardino County officials will present these ordinances to the new Mojave County Board of Supervisors at its first public meeting to discuss the subjects and answer questions prior to adoption by the new Board.

- . Existing Contracts and Leases--A variety of existing contracts and leases cover office space and Regional Park operations in the proposed new county. San Bernardino County shall take all necessary steps to assign these contracts and leases to the new county within 30 days of its formal creation.
- . State and Federal Programs--Counties act as the implementing agencies for many state and federal programs. The new Mojave County will need to establish itself with these programs at the time of its formal creation. Therefore, the respective San Bernardino County departments and agencies shall identify and prepare all needed applications and participation agreements to assist Mojave County in beginning these programs. All such documents should be presented to the new county at the time of its formal creation.
- . Legislation Needs--California law refers to counties in many programs where the counties act on behalf of the state. San Bernardino County shall develop an inventory of these laws which must be amended by the Legislature to provide for a smooth continuation of services and revenues. This information shall be conveyed to the new county and to the San Bernardino County delegation of legislators.

SECTION B--TRANSITION AFTER CREATION OF MOJAVE COUNTY
NOVEMBER 1988

Following the formal establishment of the proposed new county in November, 1988, a series of additional actions must be taken.

- . Transfer of Services--The law requires that all services and functions be transferred to operations of the new county prior to June 30, 1990, with the exception of any services which both the San Bernardino County and Mojave County Boards of Supervisors agree should be continued on a contract basis. The Commission has not specified a schedule for individual services, believing that the two counties should work this out to their mutual satisfaction. However, the Commission has adopted the following conditions for the transfers as they take place:

- Personnel--San Bernardino County employees presently assigned to county tasks within the Mojave County area will, at the time of transfer of each program, be offered employment by Mojave County at essentially the same salary, benefits, and duties as they have with San Bernardino County. All Board governed Special District employees will be transferred with these same rights.

Employees providing needed services to the Mojave County area, but stationed elsewhere, and whose jobs are affected by reductions in the San Bernardino County workforce because of the creation of Mojave County, shall be considered for employment by Mojave County. This consideration is to be provided by Mojave County granting an employment interview to such displaced San Bernardino County employees at the final selection stage of the hiring process.

- Transfer Committee--The Commission has determined that upon creation of Mojave County, a five-member Transfer Committee shall be created. This Committee shall oversee the transition process and resolve any disputes regarding property to be transferred or costs for contract services, determination of revenues, or other transition matters. It is the intent of the Commission that decisions of the Transfer Committee be binding on both counties, subject to limitations of applicable law.

The Transfer Committee shall consist of:

- One member of each Board of Supervisors
- One member from each County Administrative Office
- One member, appointed by the other four, who shall be a professional arbitrator, not a resident of either jurisdiction, and with no conflict of interest in either jurisdiction. If the four members cannot agree on the selection of the arbitrator, that person shall be selected by the member of the Assembly from the 61st State Assembly District. All costs of the arbitrator shall be shared equally by the two counties.

- . Terms of Debt Payment--As described more fully in Chapter 5 of this report, the Commission has determined that the distribution of indebtedness between the two counties will result in a payment of \$11,876,108 from San Bernardino County to Mojave County. In order to give each county time to develop appropriate service plans and budgets which reflect their post-creation circumstances, the Commission has determined that the payment of \$11,876,108 from San Bernardino County to Mojave County may, at San Bernardino County's option, be made in 3 equal annual installments, which shall not begin until fiscal year 1989-90.

THE COMMISSION DETERMINES that the foregoing is the procedure for the orderly and timely transition of service functions and responsibilities from San Bernardino County to Mojave County, all as required by Section 23332(e) of the Government Code.

BIOGRAPHIES

The Governor's appointees to the Mojave County Formation Review Commission who have prepared this report to the Governor of California and the Board of Supervisors and citizens of San Bernardino County, are as follows:

GLENN RICHARDSON, CHAIR--Stock broker and financial consultant; Palm Springs local television news financial commentator. Associate of Arts degree, International Relations/International Economics. Member of the California Society of Municipal Finance Officers and California Municipal Treasurer's Association. 39 years of age.

EARL GOODWIN, VICE CHAIR--Partner, Management Associates; twenty years experience in county government management, including five years as County Administrative Officer for San Bernardino County. Bachelor of Arts, Commerce/Finance, Occidental College; Masters in Public Administration, California State University, Los Angeles. 54 years of age.

JAMES L. COX, MEMBER--City Manager, City of Victorville for the past 19 years. Bachelor of Arts, Political Science/Economics, San Diego State University; Master's of Public Administration, University of Southern California. Member of the International City Manager's Association. 48 years of age.

E. WAYNE LAMOREAUX, MEMBER--City Manager, City of Barstow for the past eight years. Educated at San Jose State University and the University of Southern California. Member of the International City Manager's Association. 46 years of age.

EUGENE WOOD, MEMBER--Vice President/Branch Manager, Security Pacific National Bank. Bachelor of Arts, Banking, Southern Methodist University. 44 years of age.



Others who have materially assisted the Commission in fulfilling its responsibilities are the following:

WALTER K. MUNCHHEIMER, COMMISSION CONSULTANT--Principal Consultant, Ralph Andersen & Associates; fourteen years local government management, including 7 years as County Administrative Officer and Assistant. Bachelors of Arts, Political Science and Chemistry; Master's of Business Administration (Finance) candidate, California State University, Sacramento.

SCOTT C. SMITH, LEGAL COUNSEL--Attorney at Law, Best, Best & Krieger, Riverside, California. Bachelor of Arts, Political Science, Utah State University; Juris Doctor, Brigham Young University. 29 years of age.

EARLENE SPROAT, COMMISSION SECRETARY--Past nine years with the County of San Bernardino, presently as Chief Deputy Clerk of the Board of Supervisors.

